



Advancing. Together.

2015 Responsibility Report





President's Message



About Our Report



Materiality Process



Responsible Mining



Our People



Environment



Society



Assurance Statement



Data Tables



GRI Index



SECTION 1 President's Message

In many respects, 2015 was a transformational year for Barrick. We set out a clear vision to be the leading mining company focused on gold and made significant organizational changes to achieve this. My letter in [Barrick's 2015 Annual Report](#) describes in detail these changes and our progress.

What has remained unchanged is our belief that mining can provide stability and opportunity in an increasingly complex and dynamic world. We also remain convinced that the best way to achieve this is through partnerships – with our people, with the countries and communities where we operate, and with our shareholders.



For us, being a good partner means that the most important question we can ask is: how would we want things to go if positions were reversed? When we take this perspective, we put ourselves in the strongest position to generate value not just for our shareholders and our own people, but also with the countries and communities where we operate – working with them to enrich and advance their societies for the benefit of all.

The paragraphs below and in the report that follows reflect our progress in working with our employee and external partners. I do not see this as being about corporate social responsibility. It is just the way we conduct ourselves and do business. Because when we get this right, we all advance — together.

Advancing with Countries and Communities

Each time I visit one of our mine sites, I am reminded of the significant role that we play in our host country's social and economic development. In March 2016, I had an opportunity to return to our Pueblo Viejo mine in the Dominican Republic to see this again first hand. Since 2008, Pueblo Viejo has helped establish more than 200 new local companies, created over 2,000 well-paying jobs at the mine site, and created thousands more indirect jobs. The mine has also established innovative community partnerships, including bringing Internet-access

and technology to classrooms through a [partnership](#) with local teachers and One Laptop Per Child. We have done this while also becoming the largest tax contributor in the country, paying over 45 percent of all corporate taxes collected and more than \$820 million since commencing production in 2013.

This is the social and economic value of a partnership in action.

And that is just in the Dominican Republic. Across the nine countries where we operated in 2015, more than 60% of our workforce came from local communities. In addition, we paid

more than \$790 million in taxes and royalties, and purchased \$1.1 billion in goods and services from local suppliers.

We know that our role in society cannot be just about maximizing financial benefits. Our employees and host communities expect us to manage the impacts that our operations can have on the environment, including on land and air, and especially how we use, manage and conserve water near our operations.

We did not live up to these expectation when a [solution spill occurred at our Veladero](#) mine in September 2015. Although independent monitoring continues to confirm that the incident did not pose any risks to the health of communities or the environment downstream from the mine, I know that we disappointed many of our stakeholders, especially our government and community partners in San Juan Province, Argentina.

Knowing the central role that water plays in all of our lives, this year's report shares the significant steps we have taken to ensure an incident like this does not happen again, and how we are working to regain the trust and confidence of our partners in Argentina and elsewhere. This involves community water monitoring programs, including at the Veladero mine. It also includes detailed reporting not only on our water use, but on air emissions, about our employees, and on taxes and royalties paid to governments. These and other steps reflect our commitment to transparency, sharing information on what matters to our employees and to our community, government, and civil society partners.

In the wake of the historic climate agreement signed in Paris in December 2015, I am pleased at the progress we are making with our five-year Energy Management Program, launched in 2015. This company-wide initiative stands to contribute significant savings to our operating costs, drive innovative energy solutions, including the use of renewable energy sources, and reduce our greenhouse gas emissions. As a global concern, we understand that we have an important role to play in mitigating the adverse effects of climate change. More information about our approach to energy and climate change is available [here](#).

Advancing with our people

Barrick's employees – more than 14,000 of them – are at the heart of our ability to transform gold resources into shared prosperity. They come from all over the world and all walks of life – metallurgists and accountants, geologists and sociologists, environmental scientists and lawyers, mechanics and engineers, and more.

Our partnership culture is about enabling people to approach their work with a balance of boldness and prudence, with the courage to challenge conventional wisdom and to reinvent old ways. What our people have done at the Goldstrike mine in Nevada – being the first company in the western world to successfully produce gold using calcium thiosulfate leaching rather than cyanide – is a perfect example of this. [Two decades in the making](#), this innovation brought together the best and brightest of our environmental, energy, processing, and engineering talents. The result is a convergence of business and environmental interests: a highly unique and more environmentally-friendly process that will help us realize cash flow from nearly four million ounces of stockpiled ore.

We know our people want to be a part of change, a part of something bigger. Our goal is to provide them with that opportunity, always putting their safety first.

While we continued an 11-year trend of reducing our total reportable injury frequency rate, improving by 84 percent since 2005, this performance was tragically overshadowed by three fatalities in 2015. One fatality is too many, let alone three, and we pledge to redouble our efforts to live up to our safety vision of every person going home safe and healthy every day.

Advancing through Collaboration

Today's complex operating and social environment lends itself to coalitions of diverse individuals and sectors working together to address issues of common concern. Internally, our leaner and more decentralized operating model puts us in an even stronger position to quickly establish cross-functional and cross-geographical teams, ensuring diverse points of view to be heard. Externally, we play an active role in important multi-stakeholder groups, including the Voluntary Principles on Security and Human Rights, the Extractive Industries Transparency Initiative, and the UN Global Compact.

While there is work still to be done, I am encouraged that our efforts have been acknowledged externally, including being listed in the Dow Jones Sustainability World Index for the eighth consecutive year and being awarded Gold Class for our sector. We also continue to participate in the annual CDP Water and Carbon Projects, which we know are an important source of information for our stakeholders. In 2015, the CDP named Barrick to the Canada Carbon Disclosure Leadership Index.

Advancing. Together.

I encourage you to read our 2015 Responsibility Report, which provides a candid assessment of the progress we have made towards mining in a responsible manner and through partnerships. When we treat others' interests as our own, we become the trusted partner of host governments and communities, the most sought-after employer, and the natural choice for long-term investors. And in this way, we can all advance – together.



Kelvin Dushnisky

President



SECTION 2 About This Report

The 2015 Responsibility Report provides information on Barrick's management of significant issues affecting our license to operate, including environmental, workplace and social issues.

Barrick reports to the Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines, in accordance with GRI-G4 – Core criteria. Our annual Responsibility Report, based on the [GRI framework](#) and the Mining & Metals Supplement, can be used by us, and by our stakeholders, to benchmark our performance against others in our industry.



The 2015 Responsibility Report is located at the Responsibility tab on the Barrick [website](#). It can also be printed off in PDF format.

The GRI Content Index table is located [here](#). We have included a reference index for the 10 Principles of the UN Global Compact and the International Council on Mining and Metals (ICMM) Sustainable Development Principles in the table.

- » 2.1 Report Parameters
- » 2.2 Significant Developments
- » 2.3 Contact Information
- » 2.4 Recognition for Responsible Mining Practices in 2015
- » 2.5 Significant Incidents – 2015

2.1 Report Parameters

Reporting Period

The Responsibility Report is an annual report; it covers the 2015 calendar year which corresponds to Barrick's financial year. Reference may be made in this report to an activity that occurred in 2016 if it helps to clarify a particular issue. Barrick's previous Responsibility Reports have also been annual reports; the 2014 Responsibility Report was published in July 2015. These reports are available on the Barrick [website](#).

Report Boundary and Limitations

This report and accompanying data tables contain information on all of our wholly-owned operations and joint ventures where we are the operator, as well as on our country and corporate offices, projects and closure sites, where this was identified as material in our materiality assessment. We report on 100 percent of the data and significant issues from our joint-venture operations where we are the operator.

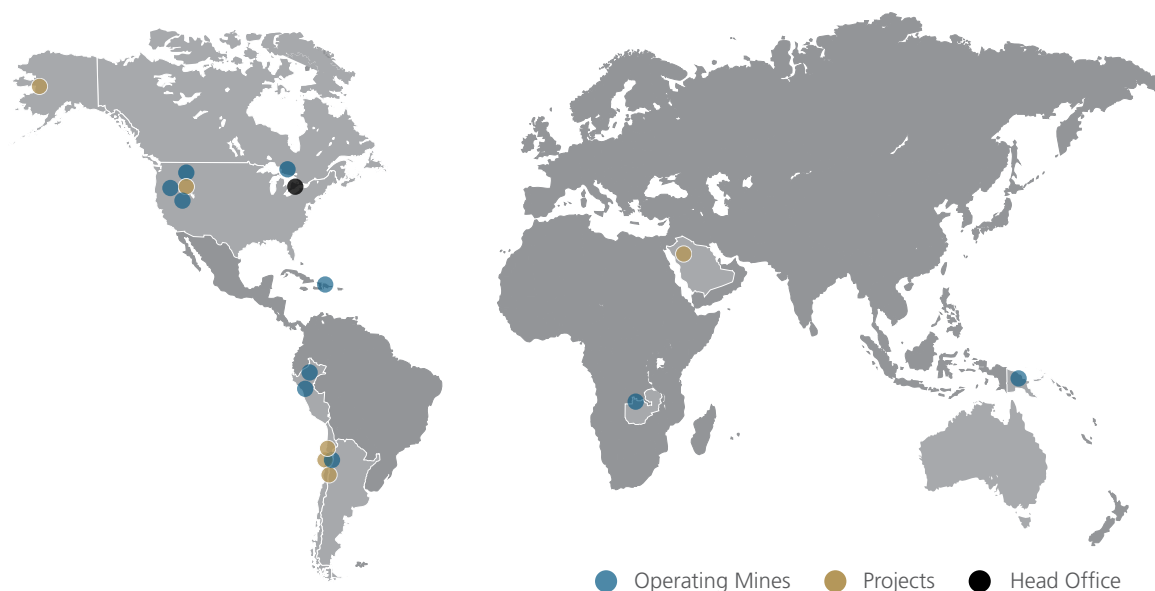
Although it is no longer operated by Barrick, we have decided to report on data from the Porgera joint venture in the 2015 Responsibility Report. The Porgera joint venture is operated by Barrick (Niugini) Limited ("BNL"), the joint venture entity, on behalf of Barrick and Zijin Mining Group Company ("Zijin"). Barrick completed the sale of 50% of its interest in the Porgera mine to Zijin on August 31, 2015. Accordingly, all information related to Porgera in this report for the period from September 1, 2015, to December 31, 2015, is based on data provided by BNL.

We also provide limited information on our closure properties and advanced exploration and development projects. We provide information, when material, on subsidiaries, provided they have been under our operational control for at least one year.

We do not report on data from Acacia Mining plc (formerly African Barrick Gold). Barrick and Acacia are parties to a relationship agreement that regulates various aspects of the ongoing relationship between the two companies to ensure that Acacia is capable of carrying on its business independently of Barrick. Consistent with this agreement, Acacia independently manages its corporate social responsibility (CSR) programs and issues its own annual CSR Report. As such, effective as of year-end 2013, our annual Responsibility Report no longer includes Acacia.

Barrick's Bald Mountain mine was sold to Kinross Gold Corporation on January 11, 2016. Although Barrick owned the mine at year-end 2015, the property is not included in the 2015 Responsibility Report because Barrick did not receive the required environmental, social and employee data prior to the closing of this transaction.

The following chart summarizes Barrick's interest in its producing mines and projects as of June 2016 and notes whether those properties are included within the scope of this Responsibility Report.



MINES	OWNERSHIP CATEGORY					DATA INCLUDED IN 2015 RESPONSIBILITY REPORT?
	WHOLLY-OWNED OPERATIONS (8)	JOINT-VENTURE MINES OPERATED BY BARRICK (2)	JOINT-VENTURE MINES NOT OPERATED BY BARRICK (1)	PROJECTS (6)	ACACIA MINING PLC (63.9%)	
Alturas				●		✓
Bulyanhulu ²					●	✗
Buzwagi ²					●	✗
Cerro Casale				(75%)		✓
Cortez	●					✓
Donlin Gold				(50%)		✓
Golden Sunlight	●					✓
Goldrush				●		✓
Goldstrike	●					✓
Hemlo	●					✓
Jabal Sayid				(50%)		✓
KCGM			(50%)			✗
Lagunas Norte	●					✓
Lumwana	●					✓
North Mara ²					●	✗
Pascua-Lama				●		✓
Pierina (in closure)	●					✓
Porgera			(47.5%)			✓
Pueblo Viejo		(60%)				✓
Turquoise Ridge		(75%)				✓
Veladero	●					✓
Zaldívar ¹			(50%)			✗

Report Data

Barrick's data is sourced from our sites using a variety of data measurement techniques. Much of the information is entered directly into a global data management system. Data review occurs at the site and corporate level.

In order to provide consistency in reporting across our global operations, for this report and on our website data tables, we calculate and report all Scope 1 GHG emissions using the Intergovernmental Panel on Climate Change (IPCC) 4th Assessment Report emission factors. Thus, our Scope 1 numbers might vary from those reported for the same operation

under that operation's national reporting requirements. Scope 2 emissions (purchased electricity) are calculated using country or electricity provider emission factors.

All currency amounts in this report are expressed in U.S. dollars, unless otherwise indicated. Data are reported using the metric system.

Most data are aggregated within the report. We also publish data tables, which have four years of data, separated by each country of operation and site (where feasible). Data are often presented in two ways: as absolute data and as intensity metrics.

1 On December 1, 2015, Barrick completed the sale of 50% of the Zaldívar copper mine in Chile to Antofagasta Plc. Barrick is no longer the operator and therefore is no longer reporting on the site.
 2 Bulyanhulu, Buzwagi and North Mara are indirectly owned by Acacia Mining, of which Barrick owns 63.9%.

Defining Report Content and Ensuring Quality

In compiling this report we were guided by our **Corporate Social Responsibility Charter**, the International Council on Mining and Metals (ICMM) sustainable development **framework and principles**, the UN Global Compact **10 Principles**, and the **GRI-G4 indicators**, as well as current CSR issues and trends. Seven high-priority material issues were identified for 2015 and are reported on in this report, along with other important corporate responsibility issues.

Restatement of Information

Due to the decision to exclude Acacia Mining plc from the Responsibility Report, Tanzania is not included in our 2014 or

2015 data. However, Acacia data for 2012-2013 are included in the global totals for data sets where available. Data for divested properties and properties no longer under Barrick's operational control are also included in the historic global totals for each data set. See "Significant Developments" below for a description of the divestitures and other significant transactions that occurred during 2015 and thus far in 2016.

The 2014 water discharge numbers for Canada closure sites have been updated based on revised data from the site. The 2014 total discharge data for Barrick has been revised per these changes.

2.2 Significant Developments

In 2015, Barrick reduced its total debt by \$3.1 billion, exceeding an original debt reduction target of \$3 billion for the year, through a combination of normal course repayments and early debt retirements.

Barrick completed the following transactions in 2015 and 2016 as part of this debt reduction strategy. On July 23, 2015, Barrick completed the sale of the Cowal mine in Australia for cash consideration of \$550 million. On August 31, 2015, Barrick completed the sale of 50% of its interest in the Porgera mine in Papua New Guinea to Zijin Mining Group Company (Zijin) for cash consideration of \$298 million. On September 29, 2015, Barrick closed a gold and silver streaming transaction with Royal Gold, Inc. (Royal Gold) for production linked to Barrick's 60 percent interest in the Pueblo Viejo mine in the Dominican Republic. Royal Gold made an upfront cash payment of \$610 million and will continue to make cash payments for gold and silver delivered under the agreement. On December 1, 2015, Barrick completed the sale of 50% of its Zaldívar copper mine in Chile to Antofagasta Plc for total

consideration of \$1.005 billion. Barrick received \$950 million upon closing of the transaction, net of \$10 million for working capital items, \$20 million being held in escrow pending finalization of the working capital adjustment and the remaining \$25 million will be received over the next five years. On December 17, 2015, Barrick completed the sale of the Ruby Hill mine and Barrick's 70% interest in the Spring Valley project, both in Nevada, to Waterton Precious Metals Fund II Cayman, LP for cash consideration of \$110 million. On January 11, 2016, Barrick completed the sale of the Bald Mountain mine and Barrick's 50% interest in the Round Mountain mine, both in Nevada, to Kinross Gold Corporation for cash consideration of \$610 million.

Through a combination of acquisitions and its exploration program, Barrick has several projects at varying stages of advancement. In 2015, the Company completed four studies on projects that have the potential to replace or accelerate gold production, one at each of the Cortez mine, Goldrush project, Lagunas Norte mine and Turquoise Ridge mine.

2.3 Contact Information

For additional information regarding the 2015 Responsibility Report, please contact:

Peter Sinclair, Chief Sustainability Officer
 Barrick Gold Corporation
 Brookfield Place, TD Canada Trust Tower
 161 Bay Street, Suite 3700
 Toronto, ON M5J 2S1
 Canada

Telephone: 416.861.9911 Toll Free: 800.720.7415

Email: responsiblemining@barrick.com

2.4 Recognition for Responsible Mining Practices in 2015

Barrick was listed on the Dow Jones Sustainability World Index in September 2015 for the eighth consecutive year. This is also the ninth year that we have been included on the DJSI North American Index.

Barrick was recognized as a carbon disclosure leader in an annual global survey of companies conducted by the CDP

in 2015. Barrick earned the highest disclosure score in the Canadian materials sector, receiving 98 points out of a possible 100 for its detailed responses to a questionnaire about how it manages carbon-related issues, such as governance, strategy, initiatives and greenhouse gas emissions.

2.5 Significant Incidents

Incident at Veladero

On September 13, 2015, the site identified a valve failure on a leach pad pipeline at the Company's Veladero mine in San Juan Province, Argentina, resulting in a release of cyanide-bearing process solution into a nearby waterway through a diversion channel gate that was open at the time of the incident.

Minera Argentina Gold S.A. ("MAGSA"), Barrick's Argentine subsidiary that operates the Veladero mine, notified regulatory authorities of the situation. Environmental monitoring was conducted by MAGSA and independent third parties following the incident. The Company believes this monitoring demonstrates that the incident posed no risk to human health at downstream communities. A temporary court order restriction on the addition of new cyanide to the mine's processing circuit was lifted on September 24, 2015, and mine operations have

SEPT 25/15:

Processing Restrictions at Veladero Lifted

[AVAILABLE HERE](#)

returned to normal. Monitoring and inspection of the mine site continue in accordance with a court order.

On March 11, 2016, the San Juan Provincial mining authority announced its intention to impose an administrative fine against MAGSA in connection with the solution release. MAGSA was formally notified of this decision on March 15, 2016. On April 14, 2016, MAGSA paid the administrative fine of approximately \$10 million (at the then-applicable Argentine peso/U.S. dollar exchange rate).

Other Incidents

Environmental incidents at our operations tend to involve small spills of oils, fuel, and chemical or process solutions. Rapid spill response includes clean-up and recovery, rehabilitation of the impacted areas, and investigation and action to prevent subsequent incidents. In 2015, we had seven spills, including the Veladero incident, which flowed off mine properties or into a watercourse amounting to 339,090 cubic meters. Barrick also received 11 regulatory enforcement actions with regard to our environmental performance, resulting in a total of \$586,060 in fines³.

SEPT 30/15:

Background on Veladero Incident

[AVAILABLE HERE](#)

MARCH 11/16:

Update on Argentina Legal Action

[AVAILABLE HERE](#)

³ This figure does not include the \$10M fine for Veladero described above, as the fine was paid in the 2016 fiscal year.



SECTION 3 Materiality Process

A company of Barrick's size is faced with myriad social, environmental and economic issues on which it could report. Under the Global Reporting Initiative G4 Guidelines, organizations focus their reporting on matters that are specifically material to them and provide greater depth on those subjects. This helps ensure we are reporting on issues that matter to and could have a material impact on both our stakeholders and our business. We identify these issues through the following four-step process.



3.1 Materiality Process

3.2 Material Issues Reported in the 2015 Responsibility Report

3.3 2015 Performance Summary

3.1 Materiality Process

1. Issue Identification

We first identify a range of potential issues in the context of our social, economic and environmental impacts, based on input from internal and external sources.

EXTERNAL SOURCES	INTERNAL SOURCES
CSR Advisory Board	Annual Information Form / Annual Report
Industry and societal trends	Issues reported to Board
Investor requests	Issues Working Group
Peer companies	Site risks identified in Business Plan Reviews (BPRs)
Stakeholder engagement	Subject matter experts

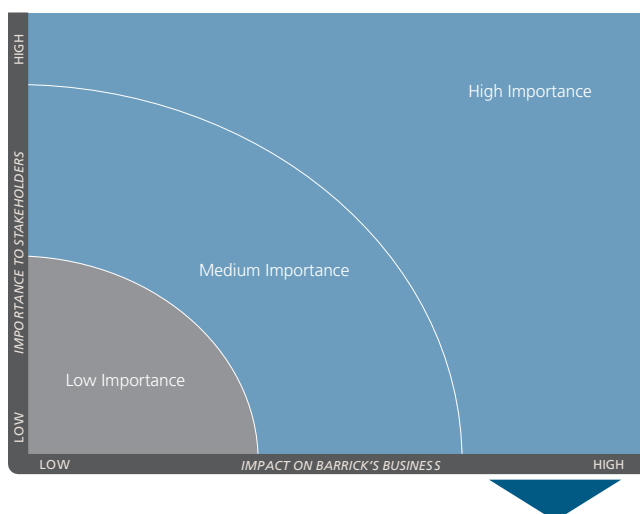
2. Issue Boundaries

A topic may be material and relevant for reporting as a result of our own activity, including from our operations, closure properties or employee conduct, as well as from external activity, such as from suppliers, peer companies or joint-venture partners. We therefore consider our full value chain when assessing potential issues to report.

EXTERNAL	INTERNAL
Contractors	Closure Properties
Governments	Exploration
Industry Peers	Offices
NGOs	Operations
Suppliers	Projects
Unions	

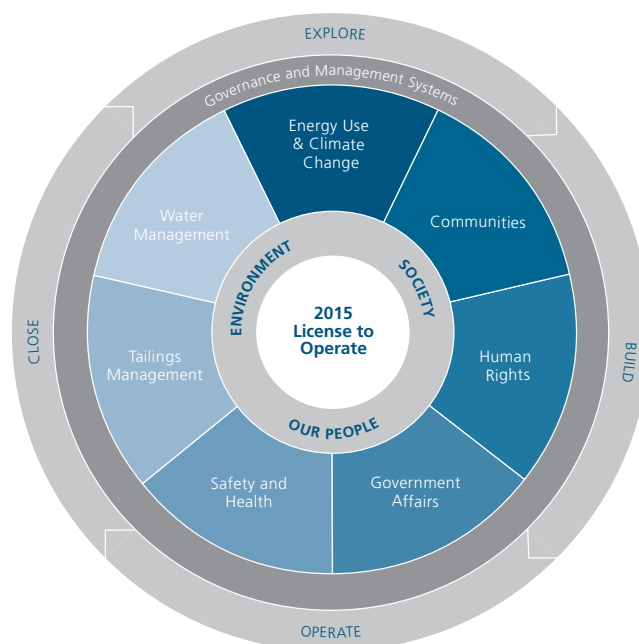
3. Prioritization & Validation

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



4. Reporting

In 2015, seven material issues of high importance to both Barrick and our stakeholders were identified through this four step process. An additional eight issues were identified as having medium importance. We report on all of these issues in accordance with the GRI-G4 Core reporting framework. We also report on some additional topics identified to be of low reporting priority where needed, in accordance with regulatory or other reporting requirements.



3.2 Material Issues Reported in the 2015 Responsibility Report

Safety and Health

Why is this material? Mining can be dangerous. Exposure to mining equipment, harsh weather conditions, loud noises, potential rock falls, dangerous chemicals, confined spaces, trips and operator error can all contribute to workplace injuries. For Barrick, nothing is more important than the safety, health and well being of our workers and their families. A safe and healthy workforce goes hand in hand with our operational success. Therefore, we think it is essential to report to our stakeholders – who include our own employees – how we are working to fulfill our commitment of “Every person going home safe and healthy every day.”

SAFETY AND HEALTH

Water Management

Why is this material? Mining is a water intensive industry. All of our partners – and especially local communities, employees, and governments – rightly expect that we will responsibly

manage this shared and vital resource. How we do this is guided by stringent government regulations as well as our own robust performance standards and policies. We believe it is important for communities, governments, employees and other partners to understand how we use, manage and conserve water and to provide them with detailed information on our water use. Doing so is consistent with our commitment to transparency and ensures that others understand our progress in managing this important and shared resource.

WATER MANAGEMENT

Energy Use & Climate Change

Why is this material? Mining is an energy-intensive business. Energy is used at every stage of the mining process and represents a significant portion of our overall costs. We consider climate change to be a company, community and global concern and recognize the link between our energy use and this global challenge. When we effectively manage our energy use we can reduce our greenhouse gas (GHG) emissions, achieve

more efficient production, reduce our draw from local energy grids and reduce our direct mining costs. For these reasons, we see effective management of our energy use and transparent reporting on our progress as a business imperative.

ENERGY USE & CLIMATE CHANGE

Tailings Management

Why is this material? Mining involves the removal and processing of ore. After processing, mine tailings may be produced and stored in engineered tailings storage facilities (TSFs). If not properly managed, TSFs can potentially fail and lead to harmful impacts on the environment and communities. This is why we manage our TSFs under rigorous standards and requirements, including design principles, inspection protocols and independent assurance audits. These help us design and monitor TSFs in line with international best practice.

TAILINGS MANAGEMENT

Communities

Why is this material? Barrick's operations can have both positive and negative impacts on one of our most important partners — the people living in communities near our mines. A mine can bring increased economic activity, create local jobs and provide tax revenue that helps support local governments in delivering services. Mining can also contribute to unwanted social change, use scarce resources and contribute to an unsustainable influx of people into a community. Our business depends on developing stable and respectful partnerships with the communities near our mines. We believe it is important to report on how we strive to act in a respectful manner, engage in transparent and open dialogue and work to share the benefits of mining. When we get this right, we earn the trust of our community partners, maintain access to resources and help ensure a stable operating environment.

COMMUNITIES

Human Rights

Why is this material? Barrick operates mines in highly diverse social, economic and political contexts, including locations where human rights may not be fully recognized or respected. Wherever we operate, we will respect the human rights of all stakeholders impacted by our operations. Both we, and the communities near our operations, benefit when human rights are respected. For communities, the more members experience law and order, the rule of law and other human rights, the more they will demand such rights from governments, companies and others. This in turn can lead to improved livelihoods, personal security, personal freedoms, and other rights every person should maintain. For Barrick, this means the risk of disruption to our activities is reduced, reputation damage and legal action are avoided, that we operate in a way that is consistent with our core values of respect and integrity and, most importantly, we are part of a community defined by mutual respect. It is therefore our belief that responsible economic development has the potential to – and indeed should – contribute to the demand for, and elevation of, human rights.

HUMAN RIGHTS

Government Affairs

Why is this material? Our business depends on strong partnerships with host governments. As a heavily regulated industry, mining-related rules and laws are present at every stage of the mine life cycle – from regulations allowing access to land for exploration, to permits for mining, to royalty and tax regimes. Barrick's operational success depends on stable, predictable and fair rules and regulations. Wherever we operate, we work constructively with governments at all levels to understand their priorities and interests. We believe that when we consider our government partners' interests as our own, everyone – communities, host governments and our shareholders – stands to benefit.

GOVERNMENT AFFAIRS

3.3 2015 Performance Summary

MATERIAL ISSUE	COMMITMENT	ACHIEVED	COMMENTS	PRIORITIES IN 2016
SAFETY AND HEALTH	Zero fatalities	No	Regrettably, we had three fatalities in 2015 and extend our deepest condolences to the families of these colleagues.	<ul style="list-style-type: none"> Zero fatalities TRIFR of 0.40 Reduce high potential incidents related to Barrick's fatal risk categories Maintain a sustained trend towards the elimination of fatal risk related incidents
	Total Reportable Injury Frequency Rate (TRIFR) ⁴ target of less than 0.64	Yes	Achieved a TRIFR of 0.46.	
	Implement Compass Employee Development Program	Yes	Completed the roll-out of the Compass Program for all of our safety and health professionals. The Program supports employees in planning and achieving their career development goals.	
WATER MANAGEMENT	Continue to assess and refine the Water Conservation Standard.	Yes	Updated our Water Conservation Standard as part of an on-going effort to improve site water management and minimize water related risks.	<ul style="list-style-type: none"> Prioritize water management issues in South America as a critical area of focus for the company in 2016 Conduct a thorough review of existing standards and guidelines, and develop new standards and guidelines as appropriate, with the goal of designing a comprehensive water management framework designed to lower risks of future releases Explore opportunities to use technology to automate monitoring and decision making, increase efficiency and effectiveness of our systems, and improve transparency with our stakeholders
	Control our impacts on water	No	In September 2015, a valve failed on a leach pad pipeline at the Company's Veladero mine in San Juan Province, Argentina, resulting in a release of cyanide-bearing process solution into a nearby waterway through a diversion channel gate that was open at the time of the incident. While independent monitoring confirms the release did not pose risks to the health of communities or cause adverse environmental impacts downstream from the mine, we recognize that we have disappointed many of our partners in San Juan province and we deeply regret this incident. For further information see here .	
	Engage with other water users to pursue sustainable management of water resource.	Yes	We continue to have water-monitoring programs with many communities located near our operations, including those in Peru, Argentina, Zambia, Canada and the Dominican Republic.	

⁴ Total reportable injury frequency rate (TRIFR) is a ratio calculated as follows: number of reportable injuries x 200,000 hours divided by the total number of hours worked. Reportable injuries include fatalities, lost time injuries, restricted duty injuries, and medically treated injuries.

MATERIAL ISSUE	COMMITMENT	ACHIEVED	COMMENTS	PRIORITIES IN 2016
ENERGY & CLIMATE CHANGE	Reduce energy costs by at least 10 percent by 2019	On track	Since launching the Energy Management Program in 2015, we have reduced our energy costs by 32.6%	<ul style="list-style-type: none"> Continue our efforts to reduce energy costs by at least 10 percent, in line with our five-year Energy Management Program
	Continue to look for additional clean energy opportunities	Yes	Energy Workshops held at many of our mine sites identified and quantified many new opportunities.	<ul style="list-style-type: none"> Develop a real time Energy Management Information System Continue to focus on technologies and innovation that will reduce our energy use and costs at existing mines while providing new opportunities and improved economies at new mines under development
TAILINGS MANAGEMENT	n/a	n/a	<p>No prior commitments made as this was not identified as a material issue in the 2014 Responsibility Report.</p> <p>In 2015, we worked to develop an updated Tailings and Heap Leach Management Standard and published the Standard in early 2016. The updated Standard incorporates heap leach management and establishes a more formalized. Inspection and review schedule.</p> <p>We performed a comprehensive risk assessment of every tailings facility we operate, including closed sites.</p>	<ul style="list-style-type: none"> Zero TSF or HLF incidents Conduct audits to the updated Tailings and Heap Leach Management Standard in 2016 Conduct annual tailings storage facilities management reviews by Barrick's corporate technical specialists Continue third-party tailings reviews
COMMUNITIES	Establish internal working group to improve grievance mechanisms	Yes	92% of all applicable requirements have been implemented at operating sites. In 2015, the focus will be on final implementation of the CRMS.	<ul style="list-style-type: none"> Revise the Community Relations Standard to align with the decentralized company structure
	Assess ways to improve the Local Procurement Standard	Yes	Developed a Local Content Framework that will help our sites make better use of local labor, services and goods.	<ul style="list-style-type: none"> Continue to embed the Local Content Framework across applicable Barrick's sites, including supporting sites in the development of their Local Content programs
	Complete social audits at high-risk sites not already assessed	Yes	Completed social audits at Pueblo Viejo and Alturas; audits already completed at other high-risk sites in 2014.	<ul style="list-style-type: none"> Conduct internal audits on compliance with the Community Relations Management System at three sites

MATERIAL ISSUE	COMMITMENT	ACHIEVED	COMMENTS	PRIORITIES IN 2016
HUMAN RIGHTS	Continue to implement and adjust the human rights compliance program based on feedback and experience as well as operational changes and emerging best practices	Yes	Undertook several steps to further embed respect for human rights across our business, including updating company policies and procedures; developing and implementing a new case management system for tracking human rights allegations; facilitating an online process for reporting and obtaining updates to human rights grievances; and improving human rights requirements for employee and vendor onboarding.	<ul style="list-style-type: none"> Continue to support the Voluntary Principles (VPs) in 2016, including supporting the Government of Canada in its upcoming chairmanship of the VPs; rejoining the Steering Committee of the VPs Initiative; and assisting the Mining Association of Canada in developing VPs-related requirements for members Update relevant human rights guidelines and policies. This will include work to enhance sexual harassment training and programs, as we consider this to be a salient risk Conduct follow-up human rights assessments at four locations in 2016 Work to develop protocols to help drive respect for human rights at joint ventures and entities we do not majority-own and/or operate
	Commission an independent assessment of the Porgera Remedy Framework against the UN Guiding Principles	Yes	The independent assessment of the Porgera Remedy Framework was commissioned and completed in 2015 and made public in January 2016.	
GOVERNMENT AFFAIRS	n/a	n/a	<p>No prior commitments made as this was not identified as a material issue in the 2014 Responsibility Report.</p> <p>In 2015, we focused on working with our industry associations to ensure that Barrick's position on important issues was represented. Our priorities included:</p> <ul style="list-style-type: none"> engaging U.S. government agencies to mitigate impacts to sage grouse near our mines in Nevada; discussions with the government of Zambia regarding the country's mining tax regime; working with Chilean and Argentine regulators to file a temporary and partial closure plan for the Pascua-Lama project. 	<ul style="list-style-type: none"> Build constructive relationships and regularly engage with regulators, public-policy makers, and non-governmental organizations, on a face-to-face basis and through our industry associations



SECTION 4 Our Approach to Responsible Mining

Barrick is committed to building, operating and closing our mines in a safe and responsible manner. We make this commitment with a firm belief that our mining activities can create sustained progress and prosperity when we manage our social, economic and environmental impacts with our stakeholders' interests in mind.

To do this, we put a priority on creating mutually beneficial and long-term partnerships — with our own people, with the countries and communities where we operate, and with our shareholders — treating their interests as our own.



When we get this right, we earn the trust of our partners and maintain our license to operate throughout the life of a mine. In turn, this helps ensure that our mining activities create mutual and lasting prosperity for all of our partners, so that we can all advance, together.

- » 4.1 Responsible Mining Governance
- » 4.2 Transparency and Reporting
- » 4.3 Ethical Business Conduct
- » 4.4 CSR Advisory Board
- » 4.5 Heart of Gold Fund

4.1 Responsible Mining Governance

Our commitment to responsible mining is supported by a robust governance framework, setting out the company's approach to and expectations of employees, suppliers and contractors in the conduct of their daily work.

At the core of this framework is the **Code of Business Conduct and Ethics** and supporting management systems, programs and policies. These provide a common standard by which all sites are expected to operate, from community, health, environmental, safety, security, human rights and ethical perspectives, and help bring Barrick's **vision and values** to life.

The Code and supporting systems and programs are complemented by Board- and executive-level oversight, as well as expert advice from our external **CSR Advisory Board**, to ensure we are staying true to our commitment to mining in a responsible manner.

Our Approach

Barrick's Board of Directors is responsible for the stewardship of the company and for oversight of the management of its business affairs, while our senior management is responsible for the management and day-to-day operation of the company. Our obligations, expectations and intentions are codified in our Vision and Values and the **Code of Business Conduct and Ethics**, and they are reinforced regularly at all levels of the company.

Our Vision and Values

Our vision is the generation of wealth through responsible mining — wealth for our owners, our people, and the countries and communities with which we partner.

We aim to be the leading mining company focused on gold, growing our cash flow per share by developing and operating high-quality assets, through disciplined allocation of human and financial capital, and operational excellence.

Our Values

- **People:** Attract and develop strong people who act with integrity, are tireless in their pursuit of excellence, and inspire others to be their best.
- **Urgency:** Act with urgency. Seek out opportunities and determine how to capitalize on them..
- **Responsibility and Accountability:** Act as an owner. Take initiative. Own up to mistakes and learn from them. Drive change. Always look for ways to make things better.
- **Partnerships:** Earn trust and create transparency to build enduring partnerships between our people and with the countries and communities in which we operate.
- **Operational Excellence:** Lead the industry in safety and environmental practices – all while unleashing the full potential of all our assets through ingenuity, drive and innovation.
- **Shareholder Value:** Allocate money and people to opportunities which grow our free cash flow per share while maximizing our net asset value.
- **Execution:** Do what we say we are going to do.

The Code

As a company and as individuals, we must guide our conduct by the highest standards of honesty, integrity and ethical behavior. Barrick's Code of Business Conduct and Ethics embodies Barrick's commitment to conduct business in accordance with all applicable laws, rules, and regulations, and the highest ethical standards throughout our organization. The Code has been adopted by the Board of Directors and applies to every Barrick employee at sites we operate, including the President and other senior executive and financial officers, and to our Board of Directors. All employees and directors are required to read and comply with the Code and associated policies. Barrick provides mandatory training on the Code and related policies to all new employees, and all management and supervisory personnel are required to recertify their compliance annually. All Barrick employees and directors are accountable for adhering to the Code, and we are responsible for reporting behavior that violates the Code.

Download Barrick's **Code of Business Conduct and Ethics**

Policies & Management Systems

Barrick has in place specific policies that direct employees as they interact with their colleagues, people in communities, government officials, the physical environment and others. To implement these policies, the company has put in place management systems – from community relations to environment to security – setting expectations, defining performance standards and providing the necessary tools to manage our social and environmental impacts.

Every employee and director must also comply with applicable portions of Barrick's **Anti-Fraud Policy, Disclosure Policy, Insider Trading Policy, Anti-Bribery and Anti-Corruption Policy, Human Rights Policy, Policy with respect to the Declaration of Fundamental Principles and Rights at Work, Safety and Occupational Health Policy, Environmental Policy**, and his/her particular country policies applicable to such employee or director. Together, these help ensure that our commitment to responsible mining practices is embedded across our business and translates into on-the-ground performance.

Leadership & Oversight

Oversight of Barrick's responsible mining approach is provided at both a Board and executive level. The Board's Corporate Responsibility Committee is responsible for overseeing Barrick's policies, programs and performance relating to the environment, safety and health, corporate social responsibility (including sustainable development, community relations and security matters) and human rights. The Committee also makes recommendations to the Board, where appropriate, on significant matters relating to the environment, safety and health, corporate social responsibility, and human rights.

In 2015, the Committee was comprised of four directors, three independent and one who was non-independent. As of April 26, 2016, all members of the CR Committee are independent directors. Each quarter, the Committee receives presentations from management on the company's environmental performance and initiatives, reclamation and closure costs, safety and

health performance and initiatives, permitting and government approvals at the company's mines and projects, security matters, human rights issues, and corporate social responsibility (CSR) programs.

In 2015, Barrick introduced the role of Chief Sustainability Officer (CSO). With this new position, the Safety and Health, Environment, Government Affairs, Security, Community Relations and Corporate Social Responsibility teams have been combined under the responsibility of a single executive. These groups now provide specialist license-to-operate advice to both Barrick's head office executives and to leaders in the field. The CSO is also responsible for stakeholder engagement activities at the head office level, such as liaising with the Barrick CSR Advisory Board and socially responsible investors.

Barrick's Corporate Responsibility Committee assists the Board of Directors in overseeing the Company's environmental, safety and health, corporate social responsibility, and human rights programs, policies and performance.

[READ ITS MANDATE](#)

Senior Executives and Performance-Based Compensation

Barrick's performance-based compensation system for senior executives is comprised of incentives that are both short-term and long-term in nature.

Annual Performance Incentives for Senior Executives are based on short term functional and operational priorities. Each Senior Executive has an individual scorecard with measures that relate to Barrick's strategic principles and priorities. Weightings and goals vary by role. In 2015, all other employees had a portion of their annual incentive compensation tied to Barrick's short term company scorecard that included a "Reputation and License to Operate" component, comprised of safety, environment, community relations and compliance measures, accounting for 15% of the overall scorecard. Detailed information is available in the annual **Proxy Circular**.

Long term incentives for Senior Executives are determined by a company scorecard that tracks both financial and non-financial measures, including a "Reputation and License to Operate"

component. This category accounts for 15% of the overall scorecard and is qualitatively assessed based on considerations including our overall compliance record, independent assessments of our corporate social responsibility related performance (e.g. International Council on Mining and Metals Assurance review, Dow Jones Sustainability Index listing), success in building and maintaining strong relationships with core stakeholders, and the quality of license-to-operate risk assessments.

In 2015, 10% of performance-based compensation was at risk globally if anti-corruption KPIs were not met.

4.2 Transparency and Reporting

We believe that transparency, whether through disclosing payments to governments, reporting on our energy and water use, voluntarily opening ourselves to third-party scrutiny, in other ways, can be a powerful tool against corruption and is a hallmark of ethical business conduct.

We were the first Canadian mining company to be a signatory to the **Extractive Industries Transparency Initiative**. We report detailed **country-by-country information**, including environmental and social data and the taxes and royalties we have paid to governments around the world. We participate in the annual **CDP Climate Change and Water Disclosure** process,

providing investors and other interested stakeholders with detailed information on our water and energy use and emissions data. We open our social and environmental performance to **third-party scrutiny**, including through the ISO 14001 re-certification process, **International Cyanide Management Code** audits, annual **human rights impact assessments**, and an annual assurance against the **International Council on Mining and Metal's Sustainable Development Framework**.

Detailed reports and data tables with four year-trending are available on our **TRANSPARENCY HUB**

4.3 Ethical Business Conduct

With thousands of employees, suppliers and contractors, working in highly-diverse countries, our exposure to potential incidents of bribery and corruption is real and can present risks to companies like ours that operate around the globe. Not only is corruption contrary to our values of integrity and responsibility, it also erodes the social fabric of the communities where we operate.

At Barrick, we demand that all of our interactions are conducted in an ethical, honest, and accountable manner and in accordance with all applicable laws and regulations.

100% of Barrick employees receive Code of Conduct, Human Rights and Anti-Corruption Training.

Our Approach

We have a **Code of Business Conduct and Ethics** (the Code), which identifies our obligations, as a company and as individuals, to comply with all applicable laws and to avoid and report bribery and corruption wherever we work.

Barrick also has a comprehensive, global **Anti-Corruption Policy** and Compliance Program that helps our conduct adhere to *Canada's Corruption of Foreign Public Officials Act*, the U.S. *Foreign Corrupt Practices Act*, and applicable anti-bribery and anti-corruption laws in other countries where we operate.

Live anti-corruption training was provided to more than 1400 employees – plus additional specialized training for 900+ security employees – in 2015.

Anti-Corruption Compliance Program

Our comprehensive global Anti-Corruption Compliance Program helps us adhere to these laws. The Program seeks consistency with the stated expectations of U.S. and Canadian regulatory authorities, and is overseen by the Audit Committee of the Board of Directors.

The program includes:

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

We assessed 100% of our sites for corruption-related risks in 2015.

Reporting

Barrick expects all employees, officers and directors to identify and raise concerns about unethical business conduct, including potential bribery or corruption issues. When corruption

concerns are raised, independent investigations are conducted. In support of this, we have established a clear and confidential reporting framework that:

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

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

Transparency

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

We were the first Canadian mining company to be a signatory to the [Extractive Industries Transparency Initiative](#). We provide detailed country-by-country information, including environmental performance, benefits to communities, and the taxes and royalties paid to governments, on our website. We also report on our programs and performance to the International Council on Mining & Metals (ICMM), the Dow Jones Sustainability Index (DJSI), through the CDP Climate Change and Water Disclosure process, and in our annual GRI-compliant Responsibility Report.

Our Progress

- Barrick has created an internal cross-functional corporate committee to help set global standards for relevant functional units, provide guidance, and help drive more effective local implementation of the Anti-Corruption Program. In 2015, the Program featured several performance highlights:

- » All (100%) of relevant employees, identified on a risk-tiered basis, received live anti-corruption training. The audit committee of the board also received periodic training in anti-corruption.
 - » In total, 7,200 relevant or high-risk employees received anti-corruption training (2,300 live & 4,900 on-line). In “effectiveness” testing through Sarbanes-Oxley scores, 98 percent confirmed basic knowledge of our anti-corruption policy.
 - » Implementation of employee and vendor onboarding standards.
 - » Anti-corruption baseline and risk assessments at three Barrick locations.
 - » Extensive messaging (tone from the top) from corporate and local leaders about following the Code, Anti-Bribery Policy and relevant procedures. In “effectiveness” testing through Sarbanes-Oxley scores, 99 percent of surveyed employees confirmed their belief that Barrick is committed as a company to anti-corruption.
 - » Monthly presentations on progress of key aspects of the program to global leaders during monthly Business Process Reviews.
 - » Rollout of induction video for all new full-time Barrick employees.
 - » Key performance indicators added to bonus metrics for all employees related to the company’s overall anti-corruption performance, plus additional bonus metrics for individual sites.
 - » New on-line hotline reporting processes and case-tracking materials.
- Each year Barrick conducts a global risk assessment of 100% of Barrick sites for risks related to corruption; we then conduct periodic in-depth site level assessments for medium and high risk sites. In 2015, these assessments identified third parties who might have unidentified or non-apparent government affiliations, such as suppliers or contractors, as a corruption risk.
 - Collective action with industry peers, local governments and civil society is an important way to make progress on challenging societal issues. To this end, we continue to participate in a number of multi-stakeholder groups, including the World Economic Forum’s Partnering Against Corruption Initiative (PACI), the Business for Peace Initiative, the UN Global Compact’s Global Supply Chain Working Group, and the Human Rights & Labor Working Group. We also led the creation of an e-book on anti-corruption compliance for the Global Compact Network Canada, participated in an anti-corruption working group for the mining industry with TRACE International, and actively participate in additional panels and conferences.
 - **Code of Conduct Violations**
Barrick expects employees and directors to take all responsible steps to prevent a violation of this Code, to identify and raise potential issues before they lead to problems, and to seek additional guidance when necessary. In the past year our employees raised concerns about potential violations of the Code either through local channels or through our formal reporting channels, including the confidential hot-line.

Code of Conduct Cases Received – 2015⁵

PRIMARY ISSUE	TOTAL
Commercial Bribery/Fair Dealing	15
Compliance with Law/Insider Trading/Disclosure	4
Confidentiality	2
Conflict of Interest/Corporate Opportunities	17
Corruption Related to Government	2
Environmental/Occupational Safety	6
Financial Controls/Records	4
Harassment/Discrimination	19
Human Rights	3
Labour/Union Concerns	42
Misappropriation or Theft	11
Misuse/Violation Company Assets	11
Total	136

⁵ All reports are investigated and the fact that an issue was reported does not mean that an incident occurred. This table includes cases received during 2015 for Barrick-operated sites, including Porgera for the period from January 1, 2015 to August 31, 2015, when Barrick completed the sale of 50% of its interest in the Porgera mine.

- **Code of Conduct Training**

To ensure our high expectations of ethical behavior remain as clear as possible, Barrick continued to provide mandatory training on the Code to all new employees in 2015. In addition, all employees in administrative offices, and

supervisors or above at mine or project sites, are required to undertake annual refresher training on the Code. In total, approximately 6,300 employees received focused anti-corruption training in 2015.

4.4 CSR Advisory Board

Barrick's Corporate Social Responsibility Advisory Board was formed in 2012 and acts as an external sounding board on a range of corporate responsibility issues, including community relations, sustainable development, water, energy, climate change, security and human rights.

We benefit from the insight of world-renowned experts in human rights, sustainability and international development, currently including Aron Cramer, Robert Fowler and Gare Smith. John Ruggie, author of the United Nations Guiding Principles on Business and Human Rights, serves as a Special Consultant to the Advisory Board.

Mandate

The Advisory Board is a forum for external thought leaders to engage with senior management at Barrick in constructive discussion and lesson-sharing, providing intelligence on emerging trends and providing practical guidance on best practice in social and environmental performance. They meet with our President and other senior leaders in-person twice a year.

These distinguished individuals bring diverse perspectives on the social and environmental issues and opportunities that face Barrick and the international mining industry. They encourage and challenge us with respect to our CSR programs and performance and help us continue to deliver on our commitment to responsible mining.

Meeting Summaries

- | | |
|-----------------|-----------------|
| • November 2015 | • November 2013 |
| • May 2015 | • April 2013 |
| • November 2014 | • October 2012 |
| • June 2014 | • April 2012 |



Aron Cramer

Mr. Cramer is recognized globally as an authority on corporate responsibility by leaders in business and non-governmental organizations. As President and CEO of Business for Social Responsibility (BSR), he advises senior executives at BSR's 250 member companies and other global businesses, and is regularly featured as a speaker at major events and in the media. Mr. Cramer is co-author of the book *Sustainable Excellence: The Future of Business in a Fast-Changing World*, which profiles CSR strategies that drive business success. He joined BSR in 1995 as the founding director of its Business and Human Rights Program, and in 2002, he opened BSR's Paris office, where he worked until becoming President and CEO in 2004. Previously, Mr. Cramer practiced law in San Francisco and worked as a journalist at ABC News in New York.

Aron Cramer on Public-Private Partnerships [LINK](#)



Robert Fowler

During his 38-year public service career, Mr. Fowler was the Foreign Policy Advisor to Canadian Prime Ministers Pierre Trudeau, John Turner and Brian Mulroney. He was Canada's longest serving Ambassador to the

United Nations, Deputy Minister of National Defence, Ambassador to Italy and the three Rome-based UN Food Agencies, and the Personal Representative for Africa of Canadian Prime Ministers Jean Chrétien, Paul Martin and Stephen Harper. In 2005, he chaired Prime Minister Martin's Special Advisory Team on Sudan. Mr. Fowler retired in the fall of 2006. In July 2008, the UN Secretary-General appointed Mr. Fowler to be his Special Envoy to Niger. In 2011, Mr. Fowler wrote *A Season in Hell* in which he recounts his and his colleague, Louis Guay's, kidnapping by Al Qaeda in the Islamic Maghreb and their 130 days of captivity in the Sahara Desert.

[Robert Fowler on Africa, aid and modern mining](#) [LINK](#)



Gare Smith

Mr. Smith founded and chairs the corporate social responsibility practice at the law firm Foley Hoag LLP. He provides counsel on compliance programs to address labor conditions, community and stakeholder

relations, security, indigenous rights, transparency, environmental stewardship and the rule of law. Mr. Smith previously served as Vice President for CSR at one of the world's most recognized clothing brands. As Senior Foreign Policy Advisor and Counsel to Senator Edward M. Kennedy, he authored the U.S. Senate's voluntary code of conduct for U.S. multinationals. He was appointed by the White House to serve as Principal Deputy

Assistant Secretary in the U.S. State Department's Bureau of Democracy, Human Rights and Labor. In that role, he helped to launch President Bill Clinton's Model Business Principles and served as U.S. representative to the UN Human Rights Commission, the International Labor Organization, and the U.N. Working Group on Indigenous Peoples. Mr. Smith has authored three books on codes of conduct and international human right standards which were published by the World Bank and the International Finance Corporation.

[In conversation with Gare Smith](#) [LINK](#)



John G. Ruggie

Professor Ruggie is special consultant to the CSR Advisory Board. Professor Ruggie is the former UN Secretary-General's Special Representative for Business and Human Rights and a current Harvard professor. One

of the premier authorities on corporate citizenship and responsibility, Professor Ruggie served as U.N. Special Representative for Business and Human Rights from 2005-2011 with a mandate to propose measures to strengthen human rights performance of the business sector around the world. He authored the Guiding Principles on Business and Human Rights, which the UN Human Rights Council unanimously endorsed in 2011. He is the Berthold Beitz Professor in Human Rights and International Affairs at Harvard's John F. Kennedy School of Government and an Affiliated Professor in International Legal Studies at Harvard Law School.

[An interview with John Ruggie](#) [LINK](#)

4.5 Heart of Gold Fund

Each of Barrick's operations can make significant and meaningful contributions to the social and economic development of host governments and communities. At the corporate level, we have a similar opportunity, through Barrick's Heart of Gold Fund. The Fund has supported hundreds of Canadian non-profit organizations and other charitable endeavors, including significant multi-year partnerships with the Royal Ontario Museum, the PanAm Games, and White Ribbon.

The Heart of Gold Fund currently focuses on the following areas:

- Education
- Health
- Environment
- Culture and recreation
- Economic development
- Community capacity building and leadership

Read the **Heart of Gold Fund Policy** and download the **Application Form**

The Heart of Gold Fund has contributed more than \$24M to local non-profits in the past 10 years.

Organizations seeking donations and sponsorships from Barrick in other countries (including the United States) or for Hemlo, Ontario, should contact the appropriate Barrick office listed here to request a copy of their policy and application form. Your application will be considered in accordance with the local policy.

Leading cancer researchers give thanks to Canada's gold miners [LINK](#)



SECTION 5 Our People

Barrick's employees – more than 14,000 of us – come from all over the world and all walks of life: we are metallurgists and accountants, geologists and anthropologists, environmental scientists and lawyers, mechanics and engineers, haul-truck drivers and more.

Our culture is about enabling people to approach their work with a balance of boldness and prudence, with the courage to challenge conventional wisdom and to reinvent old ways, while keeping safety and the environment foremost in everything we do.



Our employees want to be a part of change, part of something bigger, and we provide them with the opportunity to do so. This helps us attract, retain and develop a highly skilled and engaged workforce, that is proud to work for our company.

- » 5.1 Safety and Health
- » 5.2 Employee Development
- » 5.3 Labor Organizations
- » 5.4 Labor & Human Rights

Workforce Composition – 2015

	EMPLOYEES				CONTRACTORS ¹	TOTAL WORKFORCE
		MALE	FEMALE	TOTAL		
Barrick Total	Number	12,954	1,544	14,498	12,836	27,334
	Percentage	89%	11%			
Argentina	Number	1,195	64	1,259	1,864	3,123
	Percentage	95%	5%			
Canada	Number	538	110	648	194	842
	Percentage	83%	17%			
Chile	Number	246	48	294	485	779
	Percentage	84%	16%			
Dominican Republic	Number	1,887	236	2,123	2,292	4,415
	Percentage	89%	11%			
Papua New Guinea	Number	2,518	255	2,773	1,255	4,028
	Percentage	91%	9%			
Peru	Number	1,161	103	1,264	2,353	3,617
	Percentage	92%	8%			
Saudi Arabia	Number	197	–	197	371	568
	Percentage	100%	0%			
United States	Number	3,668	543	4,211	1,995	6,206
	Percentage	87%	13%			
Zambia	Number	1,544	185	1,729	2,027	3,756
	Percentage	89%	11%			

¹ Data on composition of contractor workforce by gender is unavailable

5.1 Safety and Health

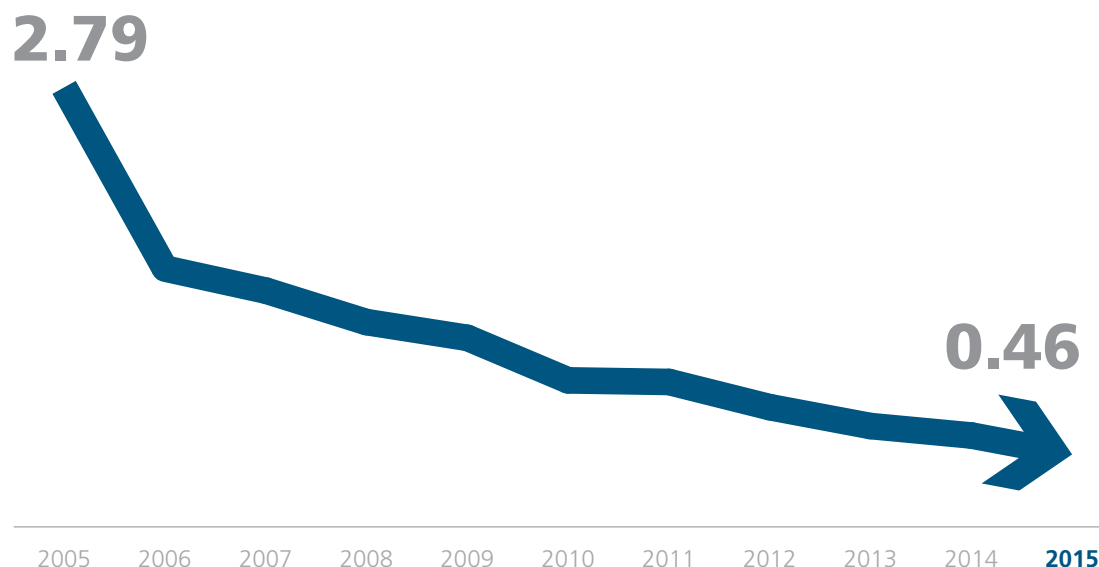
Mining can be dangerous. Exposure to mining equipment, harsh weather conditions, loud noises, potential rock falls, dangerous chemicals, confined spaces, slips, trips and operator error can all contribute to workplace injuries. Therefore, safety has long been a significant concern for the mining business.

Barrick is committed to achieving a zero-incident work environment with a safety culture based on teamwork and leadership. Nothing is more important than the safety, health, and well-being of our workers and their families.

Operating a safe workplace is our commitment to our employees and the way we do business. It goes hand-in-hand with operational success.

Our Safety Vision: “Every person going home safe and healthy every day”.

Total Reportable Injury Frequency Rate (TRIFR) Rate



Our Approach

Barrick's **Safety & Health Policy** and **Safety & Health Management System** are the primary tools that guide our efforts to achieve zero incidents. They require safety and occupational health evaluation, planning and design to be integrated into our business development strategies. Safe production is always our goal, and these tools help sites stay committed to continuous improvement in safety performance.

We have implemented key safety & health programs and activities, training for all employees, special training for emergency response teams, performance measurement, risk-assessment processes, recognition programs for safety achievement, and a steady flow of information to keep people focused on continuous safety improvement. Regular corporate assurance reviews at our operations help identify safety and occupational health hazards and that effective controls are in place and are monitored for continued improvement and effectiveness. When safety and health assurance reviews identify deficiencies, we identify the root causes underlying these deficiencies so that effective corrective actions can be implemented.

Barrick has site-level safety committees representing 100% of workers.

Our 2015/2016 Assurance Review cycle will focus on controls for the Barrick-identified fatal risks to further our efforts towards the elimination of workplace fatalities.

In 2015, we continued a ten-year trend of improving our total reportable injury frequency rate (TRIFR). Since 2005, there has been an 84 percent improvement in the TRIFR (from 2.79 to 0.46 in 2015).

[Download our Safety and Health Management System](#)

Safety Committees, Safety Meetings, Safety Training

Barrick believes that everyone is responsible for workplace safety. Therefore, we have safety committees at all sites and hold regular safety meetings to fit the needs of each site. Many of our operations conduct daily safety meetings, while others conduct meetings on a weekly basis. Joint representation of managers, supervisors, and workers on our safety committees ensures that we hold each other accountable for superior safety and health practices and provide the leadership and resources needed to achieve our vision. Safety interactions,

using tools such as Visible Felt Leadership and task observation programs, are also conducted by functional areas within each operation to involve all workers in eliminating unsafe conditions in the work environment. Along with safety committees, safety training programs are conducted for contractors and employees at all Barrick operations and projects, as well as at our office locations. This is a requirement of the Barrick Safety and Health Management System and is included in the assurance review process.

Our employees received nearly 300,000 hours of safety, health and emergency response training in 2015.

Courageous Leadership – Courage to Care

Any mining activity carries an element of risk, and we have worked diligently to develop a culture of leadership through our Courageous Safety Leadership program. Courageous Safety Leadership has been a cornerstone towards achieving our vision of “Every person going home safe and healthy every day” since 2004. There has been an 84% improvement in reducing the injury rate since its introduction. We recently revamped our Courageous Safety Leadership training, now known as “Courage to Care”, which was rolled out globally in the third quarter of 2015. This is the next step in Barrick’s journey to achieve zero incidents. Courage to Care is taking us from “I make a difference” to “We make a difference” and building an interdependent culture where we foster good relationships and care for others to make the right decisions at all levels of the company. This one-day workshop is designed for all employees at every level of the company as well as our long-term business partners.

Barrick experienced an 84% improvement in reducing the injury rate since the introduction of Courageous Leadership in 2004.

Visible Felt Leadership

Barrick’s safety culture is the driving force in our everyday activities. The Visible Felt Leadership (VFL) program is a critical aspect of this. This company-wide program encourages managers and

supervisors to be active in the field daily, coaching and mentoring employees and discussing safety to reinforce the message that “no job is worth doing in an unsafe way.”

During 2015 many employees around the world demonstrated their commitment to safety through their initiatives. The Barrick Safety & Health Awards recognize the actions they have taken – however big or small – to protect their colleagues’ wellbeing as well as their own.

“Barrick has great people working hard to achieve a zero-incident safety culture, and the Barrick Excellence Awards for Safety recognize their efforts and successes. In 2015, Barrick continued a ten year trend in decreasing the rate of total reportable injuries thanks in part to the leadership of this year’s Safety Award winners.” – Craig Ross, Vice-President Safety and Health

Reducing Fatal Risk Incidents

Over the past ten years, we have seen a substantial improvement in our total reportable injury frequency rate (TRIFR) and other safety statistics. Although we are encouraged by this trend, we know we must continue to increase our efforts so that we can improve even further. Our goal remains zero incidents. Through our annual risk analysis, we have identified 15 fatal risk categories that continue to be our focus for improvement going forward. The top five risk categories include Mobile Equipment – (Heavy), Mobile Equipment (Light Vehicle), Stored Energy, Fires (fixed and mobile) and Cranes and Lifting Devices. The internal assurance review process and trending analysis helps to identify emerging risks as well as to show where progress is being made towards improving controls and reducing fatal risk-related incidents.

Fatalities

We regret to report that we had three fatalities in 2015 and extend our deepest condolences to the families of these colleagues. We pledge to redouble our efforts to live up to our vision for everyone to go home safe and healthy every day.

Jeffery Ngiya was fatally injured at the Porgera mine when the lime truck he was operating missed a curve in the road. At our Lumwana mine, Peter Chanda received fatal injuries when the truck he was operating backed over a stockpile and rolled over. During a winter storm at the Cortez mine, a haul truck slid backwards, striking the dovetail of the bed into the cab of another truck and fatally injuring Douglas P. Hicks.

Any mining-related fatality is unacceptable and affirms the importance of our focus on ensuring that effective lifesaving controls are in place for our fatal risk activities.

As a result of these incidents, all site General Managers reviewed trends and causes of mobile equipment incidents at their sites. The results of this review were presented with findings and opportunities for improvement to Barrick's executive leadership team. Key areas of focus during the review were:

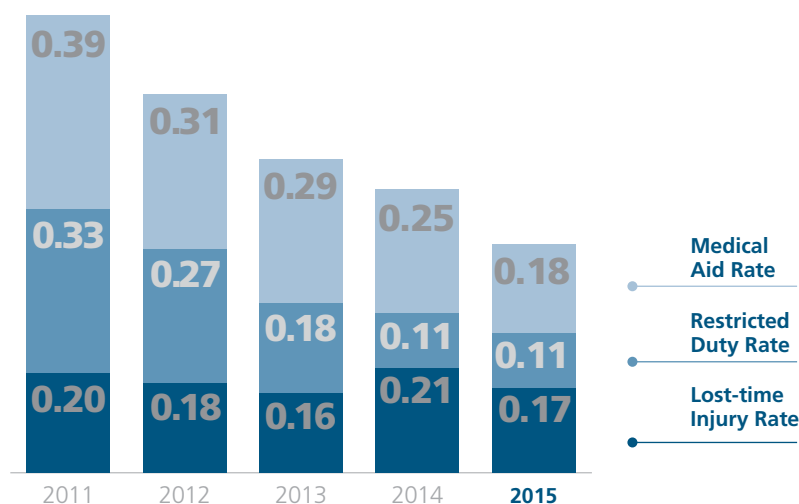
- Vehicle incident performance trend over a three year period;
- Traffic management plans and execution for normal and adverse weather conditions;
- Mobile equipment operations control and monitoring;
- Emergency preparedness.

A number of recommendations came out of this review relating to operator competency; road conditions; incident tracking and reporting; collision avoidance technology, radio operations training, global standards for mobile equipment control center operations and opportunities to enhance current technologies.

Our Progress

- A culture of teamwork and courageous safety leadership – Courage to Care – contributed to a ten-year trend of improving our total reportable injury frequency rate (TRIFR). Since 2005, there has been an 84 percent improvement in the TRIFR (from 2.79 to .46 in 2015).
- In 2015, 14 of our 30 workplaces, including operations, projects, offices and exploration sites, completed the entire year with no lost-time injuries. Twelve of those locations also celebrated the entire year with zero reportable injuries.
- In 2015, the focus of our Safety and Health Strategy continued to be on the top five most frequently occurring fatal risk category incidents; most importantly, large mobile equipment incidents. We conducted a trial with the leading collision avoidance technology on the market at our Bald Mountain Mine. The trial was successful with the technology meeting Barrick's performance criteria and has received executive approval to complete a full-scale pilot at one of our larger mines in 2016.
- During 2015, Barrick's Fatal Risk Management Plan was developed. This is in alignment with Critical Control Management guidance developed by the International Council on Mining and Metals (ICMM). Life Saving controls were identified for each of the fatal risk categories. A full program to identify and monitor critical Life Saving controls is scheduled for implementation at all Barrick sites in 2016.

Total Medical Treatment Injury Rate (TMTIR)



- The COMPASS Development Program for safety and health professionals was completed in 2015. This professional education and development program supports employees in navigation and achievement of their career development goals.
- Goldstrike opened an on-site medical clinic, the first of its kind among Barrick's U.S. sites, and possibly the first among any of Nevada's mining operations. In addition to saving employees time by being able to have wellness exams and flu shots on site, the clinic brings peace of mind to workers knowing medical attention is available if needed.

Priorities in 2016

- Lower the Total Reportable Injury Frequency Rate (TRIFR) target for 2016 to 0.40, as well as reduce high potential incidents related to Barrick's fatal risk categories. Lower our global injury severity rate to below 10.0 by reducing the number of lost and restricted workdays.
- Maintain a sustained trend towards the elimination of Fatal Risk related incidents.
- Create a sustained trend towards the elimination of occupational illness.
- Strengthen Safety and Health Professional capacity and performance.
- Improve Safety and Health within communities where we operate.
- By 2016, all employees at our mine sites or in at-risk positions will be evaluated against the physical demand requirements for their job.

Our Total Reportable Injury Frequency Rate target for 2016 is 0.40.

Occupational Health & Wellness

We aim to optimize employee health and well-being because poor health may increase the risk of injury and illness and can decrease productivity. We seek to identify and manage the risks arising from physical, chemical and other workplace hazards by anticipating, identifying, evaluating and controlling these health hazards and exposures. To accomplish this, our sites carry out specific occupational health activities and programs, depending on the exposure at each site.

Our Approach

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

Barrick monitors all sites to work to ensure they are meeting industrial hygiene standards, including regulations on dust, noise control, and ergonomics. Barrick also promotes wellness, including stop-smoking programs, fatigue management, travel security training, and other initiatives. Through data collection and monitoring, we have identified respiratory illness, improper body positioning that contributes to sprains and strains, fatigue, and poor lifestyle health as the top health risks within the company. We have put in place a number of programs to address these risks, described below.

Elimination of occupational illness and injuries continued to be a focus at Barrick during 2015. Priority objectives included health exposure determinations and mitigation actions, mitigation of physical demands for top high-risk tasks and providing functional capacity evaluations for newly hired and transferred employees. Our 2016 strategy will remain the same and sites will continue to report progress.

Respiratory Illness

Respiratory illness is a concern within the mining industry and, without proper controls in place, is difficult to detect since symptoms are often not present until years after exposure. Barrick has industrial hygiene programs that identify exposure agents such as dust, gases, and fumes, which are tracked in a database management system. This helps us to better identify

exposure to agents and allows us to develop measures to mitigate these exposures. We do so with engineering controls such as dust collection systems and ventilation systems. When systems are being installed or repaired, or where engineering controls simply are not enough, Personal Protection Equipment (PPE) such as respirators, are used to protect our workers.

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

Sprains & Strains

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

Through our Health and Wellness program, we evaluate job positions within the company for physical requirements. Each of our sites has identified the ten most physically demanding jobs, as well as those that were associated with the most sprains and strains. Each site has an annual target of reducing the heavy physical demands of the job to reduce the risk of injury.

Along with physical demand studies, we are focused on ergonomics awareness and training for our employees in order to reduce sprains and strains. By 2016, all employees at our mine sites or in at-risk positions will be evaluated against the physical demand requirements for their job.

Fatigue Studies

Fatigue is inherent in any operation where employees work late into the night, start early in the morning, or work long hours. It is generally believed that fatigue can negatively affect an operation in many ways: fatigued employees are less productive, more prone to health problems, more likely to quit and, most important, more likely to be in an accident. We turned our attention to fatigue in 2011 and began to develop a Fatigue Risk Management Standard (FRMS) using the science of circadian

physiology. This Standard is now implemented across the company and provides a consistent structure and approach to program components such as training, work scheduling and monitoring. At the same time, we investigated how we could identify fatigue episodes on the job.

In past years, some individual Barrick mines purchased their own devices for fatigue measurement, primarily based on the manufacturer's testimonial. Barrick's in-house research and development team conducted an independent study of fatigue measurement devices at three sites. Results showed that fatigue was a problem for only a small percentage of employees, usually due to lifestyle or a medical condition. More importantly, many of the devices tested were less than accurate at identifying fatigue episodes. As a result, we have decided to focus on the percentage of employees who have trouble working night shifts and getting adequate rest.

To this end, Barrick is currently evaluating the use of "Wearable Wellness" technology that will provide information such as heart rate, oxygen saturation, and how well the individual may have slept the previous night. This feedback can help workers identify ways to help combat fatigue and improve their overall health. In addition, Barrick has a specific training course for shift workers called Managing a Mining Lifestyle. This four-hour course focuses on personal changes a worker can make in his or her lifestyle to improve both family time and work time. It also looks at sleep/wake times and hours of sleep during the day and night and includes an employee survey to better understand commute times, sleep schedules, and worker preferences. Through the Managing a Mining Lifestyle course and working with our management teams, our aim is to develop a culture where employees are comfortable reporting fatigue.

Biometric Screening

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

resulted in increased participation. The focus of the biometric program is to encourage employees to take ownership of their health, and their families' health, before serious health issues arise. The program has been growing each year as more employees and their families participate.

HIV/AIDS and Malaria

HIV/AIDS and malaria remain a health problem for employees and community members in Zambia and Papua New Guinea. We have programs in place, often in collaboration with NGO partners, to address these illnesses, including HIV/AIDS Voluntary Counseling and Testing (VCT), HIV/AIDS awareness, peer educators, anti-retroviral therapy (ART) and mosquito abatement. These programs have both on-site and community components. One hundred percent of at-risk employees and their families (with regard to HIV/AIDS and/or malaria) are currently eligible to receive preventative initiatives or treatment. Affected employees and their families are receiving treatment, highly subsidized or free of charge.

In addition, Barrick jointly published key quantitative results from our collaborative **"Acceptability of Male Circumcision for HIV Prevention in Papua New Guinea" study**. Many of the results from the study have been presented at various conferences, workshops and policy forums over the past two years; however, this is the first time they have been published together in a peer-reviewed journal article in *BMC Public Health*, an open access journal.

Industrial Hygiene

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

At the end of 2014, Barrick initiated a review of our internal Occupational Exposure Limits through a third-party professional consultant. The objective was to review peer-reviewed scientific studies related to hazardous agents and through recommendations and toxicological models establish the most appropriate Exposure Limit Values to ensure our workers will not suffer

adverse effects associated with exposure to these substances. In addition to establishing an Exposure Limit (in workplace air), the review will also provide "good practice" guidance on the most up to date procedures for biological monitoring of certain blood or urine metabolites associated with the substance to ensure the substance either does not exist or is at a safe level that would not cause any adverse effect. The review was completed in June 2015 and confirmed that our biological sampling for arsenic conformed to best practice and no adjustment to our current sampling and analysis was necessary.

Emergency Response

Barrick's Safety and Health Management System and programs are designed with the ultimate goal to prevent all incidents.

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

Turquoise Ridge won the overall championship at the Nevada Regional Mine Rescue competition sponsored by the Nevada Mine Rescue Association held in Winnemucca, Nevada March 2015.

Our Approach

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

In addition, Barrick maintains trained emergency response teams at every site. These highly trained, skilled professionals are the first responders to any mine emergency. They are recognized experts at first aid, firefighting, dealing with hazardous chemicals and emergency rescues, and won several mine rescue competitions in 2015.

The Hemlo Mine Rescue team competed at the Ontario Mine Rescue competition in June 2015 winning best in first aid and second place in the technician competition.

Emergency Response Plans & Procedures

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

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

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

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

There were incidents during 2015 that required emergency response resources. Post-incident review of these events provided us with assurance that our emergency response capabilities meet our expectations and needs for high-level response.

5.2 Employee Development

Our business is driven by the diverse skills, expertise, and passion of our more than 14,000 employees. When we invest in their skills and leadership, we are investing in both their success and ours.

For this reason, we are a learning organization, working with our people around the world to help them develop their existing capabilities and discover and acquire new skills as well. Doing so not only contributes to their career potential, but also ensures we are investing in the talent we need to be the industry leader.

Each Barrick employee receives on average almost 60 hours of training and development each year.

Our Approach

Due to the geographic and cultural diversity of our workforce, we have developed a blend of global, country and site-based human resources policies and programs. We take a global approach to senior leadership development, performance, and talent management. We take a regional approach to compensation and benefits, training, and employee relations to address the unique labor markets and social conditions in the countries where we operate. This approach has allowed us to implement targeted local programs that attract, retain and motivate our staff while reflecting local norms.

Access to Talent

We have processes and programs to provide on-the-job learning, coaching and mentoring, education and other development opportunities for employees throughout their careers

at Barrick. We leverage technology such as webinars and e-learning modules to improve the learning experience and to mitigate the challenges of remote operating environments. We use our talent management process to identify and develop high-potential, globally mobile employees, providing them with a variety of assignments to help them advance their careers.

Over 30% of open positions have been filled by internal talent.

Employee Engagement & Retention

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

Recognition and Performance Feedback

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

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

Skills Development and Training

Our employees participated in more than 900,000 of hours of training in 2015.

We believe in life-long learning and that our employees can have multiple careers within our organization. To that end, skills development, vocational training, and apprenticeship programs are often available at our operations. Barrick has also developed role-based, in-house skills development programs to advance employee capabilities. Most of our programs are self-directed, often online as e-module programs, and utilize on-the-job assignments and mentoring. Other programs complement our global curriculum and are designed to address local market capabilities and legislative requirements. Examples of country-specific programs include Supervisors for Success in North America and the Intermediate Management Program in South America.

We also have several partnerships in place with universities around the world to facilitate the development of our people. One example is our relationship with the University of Nevada, Reno. This program provides management skills-training to supervisors and managers from our sites across northern Nevada. Future plans include expansion of this public-private partnership to cover other subjects and new groups of students. In addition, professionals who participate in continuing professional development programs, offered through universities or professional organizations, are eligible for company reimbursement. And employees everywhere may be eligible for company sponsored short courses, business seminars, and technical or vocational training to advance their career paths.

Each Barrick employee receives on average almost 60 hours of training and development each year.

Leadership Development

Barrick also invests significant effort in developing our employees into future company leaders. Our global leadership development strategy combines core and specialized programs, as well as experiential assignments and ongoing assessment,

for all leadership levels in the organization. Programs such as the Frontline Supervisor Training Program and the Operations Leadership Program are designed to strengthen the skills of our supervisors and mine managers and to maintain the required depth of leadership capability for some of Barrick's most critical roles. These programs build the necessary skills for leaders at multiple levels to develop the capability of their employees, monitor the development and coaching of future leaders, and manage employee performance. We review and revise our programs on a regular basis and ensure, where required, refresher training is provided.

Another example is the Compass program which is an apprenticeship development program designed for early career professionals to equip them with the knowledge and practical skills necessary for their technical roles. It offers cross-functional modules in areas like exploration geology, mine geology, metallurgy, mining, processing, and safety and health, to increase the technical proficiency of graduates and entry-level staff. The program is experiential, with participants advancing their capabilities by completing structured, on-the-job assignments coupled with mentoring guidance to support their career progression in the industry.

Over the next year, we are introducing an operator assessment process that will increase the number of non-management employees who receive regular career and development reviews.

Wages and Benefits

We provide wages and benefits relative to country economics, matching or exceeding median wages in the countries where we operate. Men and women employed in the same job category receive similar remuneration, according to their level of experience and length of employment, using the same remuneration range. Our benefits programs are country-focused and are primarily determined by local practices and employee needs, but they may also include access to corporate programs. Benefits provided include a core group of health care benefits at all operations as well as non-core country-specific benefits. Non-core benefits may include pension and other retirement programs, maternity or parental leave, life and accidental death insurance, wellness programs, and employee assistance programs. In general, full time employees receive our full complement of benefits available in their country locations, while part time and contract employees may receive a smaller number of these benefits. The availability

and type of benefits offered to part-time and contract workers varies by country. In all cases, employees receive benefits required by law and these may be supplemented by additional benefits. In the United States for example, part-time employees who are scheduled to work a certain number of hours may be eligible for medical, dental and vision insurance and/or participation in the 401k plan. In some of the other countries where we operate, benefits provided to contract employees may include a transportation allowance, food allowance and/or housing.

Barrick has a number of instruments that provide retirement and savings benefits to employees. We have non-qualified defined benefit pension plans covering certain employees and former directors of the company. As well, certain employees take part in defined contribution employee savings plans (examples of defined contribution plans include 401(k) plans, 403(b) plans, RRSPs, employee share purchase plans and deferred profit sharing plans).

In many countries, Barrick provides outplacement support to employees whose employment has been severed. Services vary by country, but are designed to provide employees with the tools and resources needed to support their job search effort and may include transition counseling, résumé writing, job search assistance and life skills training.

Our Progress

- In 2015, at sites where this is tracked, over 907,314 hours of career training were provided to our employees; in addition, we provided 284,573 hours of safety, environmental and emergency response training to site employees and contractors at both operations and projects.
- In 2015, Barrick completed the development of the Mining, Metallurgy and Maintenance components of the career-mapping and skill-development program. For 2016, we plan to roll out the three newly developed programs while an additional function (Finance) is under development.
- In 2015, Barrick piloted and began to roll out the Operations Leadership Program. The Operations Leadership Program is an intensive and results-driven workshop designed to help senior site leaders learn how their behavior impacts the organization's bottom line results and how, by expanding their styles of leadership,

they can more effectively capture the hearts and minds of the workforce to help the organization achieve its strategy and financial goals. In 2015, the program was delivered to General Managers and two levels down at the following sites: Hemlo, Cortez, Goldstrike, and Pueblo Viejo. In 2016, we will continue to roll out this program to Turquoise Ridge, Lumwana, and Lagunas Norte. Sites that have already undergone the initial phase will also be revisited in order to conduct refresher training and follow up on the implementation.

- In April 2015, Barrick piloted the new Courageous Safety Leadership program, "Courage to Care". The purpose of this work shop is to generate and strengthen a caring culture within Barrick where everyone chooses to behave in a manner that shows that NOTHING is more important than the safety, health and well-being of every individual working for Barrick.

- Pueblo Viejo implemented an operator technical training program originally developed at the Porgera Joint Venture. The program is built around assessing existing individual skills and building customized technical training enabling operators to have the right capabilities to operate various equipment at the mine. The Pueblo Viejo mine opened a new training center with equipment and simulators to help expedite the training process.
- Barrick introduced Learning Nuggets training for front-line supervisors. These are 90-minute fast-paced workout sessions addressing various interpersonal and other leadership skills for frontline supervisors.

Great Basin College and Barrick partner to strengthen higher education [LINK](#)

5.3 Labor Organizations

Barrick respects employees' rights to freedom of association and collective bargaining.

This includes the right of each individual employee to join a union or other labor association. We have a number of sites around the world where our employees are members of labor unions or collective bargaining associations.

100% of agreements with unions cover safety and health topics.

Our Approach

We work closely with labor unions or collective bargaining associations to develop and manage effective labor relations programs. Depending on the requirements of the labor union or association, sites with union membership often have safety topics included in labor agreements. Activities and actions conducted by site safety and health committees are essential to embedding a culture of safety within the company.

Communications

Good communication with our employees is essential for effective management of our global organization. Our employees can access our company intranet for daily and quarterly updates on company affairs. During major changes to our operations, we keep our employees informed through targeted announcements, online information sessions, the company intranet, and face-to-face meetings at sites and offices as necessary. For those operations where there are collective bargaining agreements in place, we respect minimum notice periods regarding communicating operational changes as indicated in the agreement. We believe that keeping the lines of communication open between management and labor is the most effective way to have an engaged workforce and to avoid a work stoppage.

Our Progress

- In 2015, employees in seven countries were covered by collective bargaining agreements. This represents 26.8% of our total workforce.

- In 2015, we did not experience any work stoppages longer than one week's duration at any of our sites.
- We engaged in eight consultations with unions regarding organizational changes in Barrick in 2015.

Over 25% of our workforce is represented by unions or collective bargaining agreements.

5.4 Labor & Human Rights

Barrick is committed to ensuring that our employees respect human rights, including training to recognize and report human rights violations.

We are also committed to providing equal opportunity and freedom from discrimination for all our employees, to upholding the elimination of all forms of forced and compulsory labor, and to supporting the effective abolition of child labor.

Our Approach

Barrick's **Code of Business Conduct and Ethics** (the Code), our **Human Rights Policy**, and our **Policy with Respect to the Declaration of Fundamental Principles and Rights at Work**, which is closely aligned with the **International Labor Organization's declaration**, set the tone for the maintenance of a safe and ethical workplace at all Barrick operations and offices. We require that our work environment be free from discrimination and harassment, and we also support freedom of association, diversity in our workforce, and women's equal role in mining. At Barrick, there is no tolerance for child labor or forced labor.

Barrick is committed to ensuring that our employees respect human rights, including training to recognize and report human rights violations. We provide both Code and Human Rights training to our employees, and we have established a confidential Compliance Hotline and an Internet site whereby employees and suppliers can anonymously report Code violations. Along with internal procedures through which employees can notify management of potential human rights violations, employees and suppliers are also admonished to use the Compliance Hotline to report any potential human rights violations they might see or suspect.

Non-Discrimination

Barrick is committed to fair employment practices and a workplace in which all individuals are treated with dignity and respect. We will not tolerate discrimination. Our Code and Human Rights Policy both cover harassment and discrimination and require Barrick to deal fairly with employees and third parties. We believe that every individual within the company must be accorded equal treatment, and we are each responsible for ensuring that the workplace is free from all forms of discrimination, harassment, and retaliation.

The company expects that all relationships among employees in the workplace will be professional and free of bias and harassment. We are committed to promoting equal opportunity in the workplace and ensuring all people – both employees and potential employees – are treated based on their merit. Merit is the basis upon which decisions affecting employment and career development are made. The fundamental criteria for career advancement are work performance, qualifications, competence, abilities, skills, knowledge and experience relevant to the job.

Any employee, supervisor or manager who is found, after appropriate investigation, to have engaged in unlawful discrimination, victimization, or harassment of another employee will be subject to appropriate disciplinary action, which, depending on the circumstances, may include dismissal. In all cases, the action will be designed to avoid repetition of the conduct.

Freedom of Association

Barrick respects the rights of employees to freedom of association and collective bargaining. This includes the right of each individual employee to join a union or other labor association. We have a number of facilities around the world with unions

or bargaining associations. Due to our practice of communicating regularly with these associations, we have had few significant labor relations issues involving our unions. For more information, see [Labor Organizations](#).

Child Labor

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

ILO Minimum Age Convention, 1973 (No. 138) sets the general minimum age for admission to employment or work at 15 years (13 for light work) and the minimum age for hazardous work at 18 (16 under certain strict conditions). It provides for the possibility of initially setting the general minimum age at 14 (12 for light work) where the economy and educational facilities are insufficiently developed.

Our most significant contributions to the effective abolition of child labor are our global investments in education, such as our partnerships with Life Education in Australia, the Public Education Foundation in Nevada, and our community infrastructure development projects that support schools, community centers and recreational areas. See [Social and Economic Development](#) for more information on our investments in the communities where we operate.

Pilot project adds children's perspective to human rights impact assessments [LINK](#)

Forced Labor

Forced and compulsory labor is any work or service, not voluntarily performed, that is extracted from an individual under threat of force or penalty. This includes bonded or indentured labor, slavery or similar coerced labor arrangements. Barrick does not engage in any type of forced or compulsory labor at any of our operations or offices.

Diversity

A diverse workforce encourages creativity and innovation. We draw our workforce from many countries around the world, including each country where we operate, with the result that our global workforce is extremely diverse in terms of national and ethnic backgrounds. We are also committed to the localization of our workforce. To this end, we first recruit the bulk of candidates for employment from the local and country areas near our operations before searching further afield. Over the past few years, the number of expatriates at our operations varied regionally, but globally they have totaled just less than four percent of our employees.

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

Women's Role in Mining

The workforce in the mining industry is predominantly male, and many women see this as a barrier to gaining employment in the industry. At Barrick, our focus is to employ the best person for the job. Our objective is to ensure that we are welcoming to women so that we can employ the best among a wide candidate base.

In January, 2016 the UK-based non-profit organization Women in Mining recognized two Barrick employees among the top 100 inspirational women in mining globally. Read about their story [HERE](#).

We consider men and women equally in our search for new employees, and people of either gender are encouraged to

Employees by Category and Diversity – 2015

	TOTAL %	GENDER %		MINORITY GROUP	AGE GROUP %		
		MALE	FEMALE		<30	30-50	>50
Executives	0.7%	84.3%	15.7%	3.7%	0.0%	59.3%	40.7%
Management Level	6.0%	87.0%	13.0%	4.4%	0.8%	68.1%	31.1%
Non-Management Employees	93.3%	89.5%	10.5%	6.8%	18.7%	64.6%	16.7%
Barrick Total	100.0%	89.4%	10.6%	6.6%	17%	65%	18%

apply for employment in all job categories. Men and women employed in the same job category receive the same remuneration, according to their level of experience and length of employment. However, there may be a gender bias that is predominant in different labor categories. For example, outdoor manual labor may have a higher hourly pay than inside office workers, and there may be a bias of males in the first category and females in the second. Where this occurs, there may be a perceived gender bias in salary. This may actually reflect a gender bias in the choice of work categories rather than in the rates of pay.

RATIO MALE TO FEMALE SALARY – 2015	
Barrick Total	0.92
Argentina	0.98
Canada	0.94
Chile	1.21
Dominican Republic	1.02
Papua New Guinea	1.38
Peru	0.88
Saudi Arabia	N/A
United States	1.07
Zambia	1.11

Our Progress

- 100% of Barrick employees receive Code of Conduct, Human Rights and Anti-Corruption Training.
- In 2015 we implemented a Global Harassment and Violence Standard. The Standard defines workplace harassment and violence, as well as establishing and detailing the responsibilities of everyone in Barrick's workplace(s) to maintain a workplace free from harassment and violence, and to ensure that incidents of workplace harassment and violence are investigated in a timely and equitable manner.



SECTION 6 Environment

A mine can affect the physical environment, including the land, air, water and other important resources that we share with others. This is why Barrick is committed to minimizing and mitigating our impacts on the environment in the first place, and where they do occur, to put in place appropriate reclamation and remediation.



- » 6.1 Water Management
- » 6.2 Tailings and Waste Management
- » 6.3 Energy Use & Climate Change
- » 6.4 Biodiversity
- » 6.5 Air Emissions
- » 6.6 Materials
- » 6.7 Environmental & Social Impact Assessments

Our Approach to the Environment

Our partners – including our employees, host governments and communities, shareholders, civil society and others – expect that we will manage and minimize impacts our operations may have on the environment. We have the same expectation and see it as a fundamental responsibility of any company operating in the 21st century.

To this end, we have put in place an **Environmental Policy** that outlines our commitment to pollution prevention, environmental stewardship, educating our employees and communities about our environmental commitments, and applying proven

management practices. In practice, this means finding ways to reduce our water and energy use or developing new processing methods that rely on more **environmentally-friendly materials**. The Policy is supported by our Environmental Management System (EMS), which is aligned with ISO 14001, a variety of environmental standards and guidelines, and regular internal and third-party assurance reviews.

8 of 10 Barrick-operated mine sites are ISO14001 certified; we expect the remaining two sites to achieve certification in 2016.

6.1 Water Management

Water is a shared, vital and sometimes scarce resource. As mining is a water-intensive industry, we know that our activities, if not properly managed, have the potential to negatively impact the quality and availability of water for other users. Recognizing this, and that access to clean water is treated as a human rights issue in some of the jurisdictions and settings where we operate, we therefore see it as a priority to manage our water use in a responsible manner.

Our Approach

Our water use, through all stages of the mining life cycle, is managed by Barrick's Water Conservation Standard and guidance provided by the **International Council on Mining and Metals (ICMM)**. The Standard emphasizes water monitoring, risk assessment and continuous improvements in water use efficiency at all of our sites. This focuses our efforts on finding innovative ways to use as little water as possible, while controlling impacts we may have on water quality or access by other users.

50% of Barrick sites do not discharge water to the environment.

In addition to our own stringent standards, our use of water is also carefully regulated by local and national government authorities. We obtain water rights and usage permits from local regulatory authorities before using any water resources

for mine development and operation. To obtain these permits we prepare a detailed **environmental impact assessment** that indicates the amount of water the mine will use, why the water is needed, the potential impact on aquifers or surface waterways and how we will mitigate those impacts.

Once we have these permits, we must then meet specific water quality requirements, including those for processing, dust suppression, potable water use and discharge. Our environmental specialists share monitoring data with appropriate local authorities and other stakeholders, and the mine's water treatment facilities are inspected regularly by local authorities.

Water Quality

All of our mines have mandatory water monitoring stations to keep track of water entering and leaving an operation. This ensures that water quality is maintained in local waterways.

At some of our operations, water used for processing and mining is thoroughly treated and put back into the environment. This is done under permitting requirements and these properties monitor the quality and quantity of any discharged water. Permit limits or legal standards govern the concentrations of certain constituents that can be discharged in the water. We also monitor groundwater and surface waterways downstream of certain operations to ensure we are not having a negative impact on the local environment.

When water quality exceeds permit limits to relevant government agencies, it is reported. Our environmental specialists share monitoring data with appropriate local authorities, and the mine's water treatment facilities are inspected regularly by local authorities.

In 2015, Barrick discharged 127.2 Mm³ of water back to the environment once it met water quality permit limits.

Water Conservation

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

We also reduce capital and operating costs at many sites by recycling and reusing water. This occurs either when a water outflow from one process is used for another – such as wash-bay water being used for dust suppression following necessary treatment – or when gold-laden processing water is stripped of the gold and the water is then re-circulated back through the processing system. Barrick has made significant efforts in advancing metallurgical technologies for the gold and copper concentration process to reduce freshwater demand and reduce costs associated with water.

Barrick developed and patented a new technology – an Air-Metabisulfite treatment (AMBS) – that does not use cyanide and enables the copper flotation process to use saline or brackish water with minimal metallurgical impact. This improves metallurgy significantly (compared to a lime process) and also allows us to reduce potential energy requirements, if water treatment was previously required.

We also work to engage with other water users, such as agricultural producers, to pursue sustainable management of water resources. In communities that lack clean water, we have programs in place to help maintain fresh water supplies.

62% of the water Barrick uses is recycled.

Transparency

Transparency is an important part of how we manage water. Our environmental specialists share monitoring data with appropriate local authorities, and the mine's water treatment facilities are inspected regularly by local authorities. We also publish detailed company-wide water data [online](#) and are long-time participants in the [CDP's annual Water Program](#).

72.9 Mm³ of water was used for mining activities in 2015.

Barrick also actively engages with local communities on water-related matters through community participatory water-monitoring programs and other forms of communication. In participatory monitoring programs, Barrick's environment and community relations teams partner with local community members to collaboratively monitor water quality. By gathering data and viewing results side-by-side, these programs increase transparency in our processes, underscore our confidence in the measures and systems we have in place to maintain water quality, and, ultimately, help build trust with those who share this essential resource with us.

We have water-monitoring programs with communities located near our operations in Peru, Argentina, Zambia, Canada and the Dominican Republic.

Our Progress

- Our operations regularly identify water management challenges, mitigation activities and define site-specific bases for water management improvements. As part of an on-going effort to improve site water management and minimize water-related risks, we updated the Barrick Water Conservation Standard in 2015. The changes focused on updating the minimum criteria for consistent monitoring, analysis and reporting of water related data, thereby ensuring a consistent approach for maintaining site water balance and a consistent approach to conducting water management risk assessments.

- At the Grants closure site in New Mexico, we are implementing a number of improved and new water treatment systems. These include the installation of an improved reverse osmosis system with microfiltration of up to 1200 gallons per minute (gpm). This will replace an older 600 gpm unit. In addition, the site is implementing a new zeolite water treatment system that selectively removes uranium from groundwater at 1500 gpm. The Grants team is also piloting a tri-polyphosphate system to precipitate uranium in-situ. As part of our efforts to continually improve our ability to treat contaminated waters, the site has also field-tested electro-coagulation systems, in-situ biological treatment and forced air evaporation.
- Barrick's new water treatment plants at Pierina completed their first year of operation in 2015. The plants treat acid rock drainage from the waste rock storage facility and open pit according to national standards. The facilities also provide irrigation and livestock water for the surrounding communities.
- On September 13, 2015, the site identified a valve failure on a leach pad pipeline at the Company's Veladero mine in San Juan Province, Argentina, resulting in a release of cyanide-bearing process solution into a nearby waterway through a diversion channel gate that was open at the time of the incident. For further information see [here](#).

Priorities in 2016

- It is becoming increasingly clear that managing water at our South America operations represents one of the company's major challenges. Due to their geographic locations, these mines may encounter weather conditions that can be difficult to forecast and manage. Nonetheless, the company is committed to finding more effective means of handling these challenges. Accordingly, water management issues in South America remains a critical area of focus for the company in 2016.
- We are currently conducting a thorough review of existing standards and guidelines, and developing new standards and guidelines as appropriate, with the goal of designing a comprehensive water management framework designed to lower risks of future releases. As part of this initiative, we are actively exploring opportunities to use technology to automate monitoring and decision making, increase the efficiency and effectiveness of our systems, and improve transparency with our stakeholders.

6.2 Tailings and Waste Management

Mining involves the removal and processing of ore – the rock containing economically recoverable amounts of desired metals. To access the ore deposits, waste rock must be removed and stored in waste rock dumps and, after processing, mine tailings may be produced and stored in engineered tailings storage facilities (TSFs).

Tailings Management

As part of the mining process, large volumes of mine tailings may be produced and stored in engineered tailings storage

facilities (TSFs). The TSF can include a tailings dam(s), the impoundment, access roads, diversion channels, downstream seepage collection ponds, and other facilities.

If not properly managed, TSFs can fail and lead to harmful impacts on the environment and nearby communities. This is why we have established internal requirements based on international best practices, and why these facilities are carefully designed and monitored by internal and external experts.

Following the disaster at the Samarco mine in Brazil, the ICMM launched a review of the TSF standards, critical controls and emergency preparedness of its 23 members. In Canada, the Mining Association of Canada undertook an extensive re-assessment of its TSF management practices (already described as 'best available practice') and made that report public. Barrick has been active in both efforts, which helps demonstrate that the mining industry is taking concerted action to improve industry practice and mitigate the risk of TSF failures.

For more information on these initiatives see the **ICMM** and **MAC** websites.

Our Approach

Barrick has put in place a Tailings and Heap Leach Management Standard to help our sites comply with applicable laws and regulations and to be aligned with accepted international practice. The Standard establishes the minimum geotechnical, hydrological, hydrogeological and environmental design, construction, operation and closure criteria and procedures for Barrick's TSFs.

What are tailings? In certain types of processing methods, gold-bearing ore may be crushed to approximately the size of fine sand and silt, mixed with water and chemicals – such as cyanide – to form a slurry, and sent through a processing plant to extract the desired metals. Tailings are the finely ground rock particles which remain in the slurry at the end of the processing stage. Tailings slurry is most often pumped to an engineered TSF. We recover as much of the process water and residual chemicals as possible. We also recover water from these facilities for re use in processing.

Tailings and Heap Leach Management Standard

The Tailings and Heap Leach Management Standard was introduced in early 2016 to help Barrick locate, design, construct, operate and close its tailings storage facilities (TSFs) and its heap leach facilities (HLFs) in compliance with applicable laws and regulations and in alignment with accepted international best practice.

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

According to the Standard, an Engineer of Record (EoR) must be identified for all design and construction work. A Responsible Person (RP) is also identified for each TSF, whether in design, construction, operation or closure care and maintenance. At Barrick's operating mines with TSFs, the RP is usually the Process Manager or another senior management-level person in Plant Operations.

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

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

- Designed, constructed, operated, closed and reclaimed with the consideration of protection of: human health, water and air quality, domestic livestock, and aquatic, avian and terrestrial wildlife. Where cyanide solutions are present, the requirements of the **International Cyanide Management Code** must be followed.
- Designed, constructed, operated, closed and reclaimed so as to prevent the uncontrolled release of solids and/or fluids, and the compromise of (i.e. unacceptable damage to) buried elements including filter zones and/or geosynthetic liners, resulting from large-scale structural instability such as slope failure or deformation. Adequate controls must be provided for all phases to prevent unacceptable erosion by wind and water. Potential physical and chemical degradation of structural elements such as TSF embankment fills and HLF ore must be considered.
- Reclamation and post-operation performance requirements must be incorporated in the design and operating plans to reduce closure construction costs and long-term liabilities. Where regulatory and property-ownership

conditions allow the possibility of returning a closed TSF or HLF site to the state, the design, permitting agreements and reclamation strategy should avoid perpetual care.

- Each active TSF and HLF must be monitored and subjected to routine technical inspections and reviews.

Facility Inspection and Review

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

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

We conduct daily routine inspections of the eight TSFs at our operations.

Riverine Tailings Management

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

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

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

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

Despite this, in the future, Barrick will build mines that rely on other methods of disposal of mining and processing material, and avoid riverine tailing disposal methods. At the Porgera mine, BNL will continue to seek ways to further reduce potential environmental impacts associated with riverine disposal.

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

Our target is to have **zero** TSF-related incidents.

Our Progress

- In 2015, Barrick developed an updated Tailings and Heap Leach Management Standard, publishing the Standard in early 2016. The updated Standard incorporated heap leach management and established a more formalized inspection and review schedule. The Standard aligns with the Canadian Dam Association Dam Safety Guidelines. It also aligns with the seven recommendations for mining companies made in the British Columbia Chief Inspector of Mines' Investigation Report on Mount Polley. Many of the 12 recommendations for professional organizations and the regulators are also reflected in the revised Standard.

- 2015 was the first year in which Barrick conducted formal internal assurance audits of our sites' adherence to the updated Tailings and Heap Leach Management Standard. We will be continuing with these audits in 2016. These audits are in addition to and separate from the independent third-party reviews already conducted at a minimum of every two to four years at high-risk TSFs.
- Barrick developed an Acid Rock Drainage and Metals Leaching Guidance document in 2013. This Guidance, addressing our management of the potential for ARD-ML at all stages of mining, was reviewed at the corporate level in 2014 and introduced at selected projects in 2015. This activity will continue into 2016.

Priorities in 2016

- Zero Tailings Storage Facility (TSF) or Heap Leach Facility (HLF) incidents.
- Barrick is committed to implementing a tailings stewardship program in 2016. Through a tailings stewardship program, we aim to further improve, company-wide, our in-house capability to undertake basic TSF monitoring, planning and reporting work while ensuring the quality of results; further develop the overall technical and reporting capability of our site staff; and better demonstrate to the public and regulators our commitment to ensuring TSF safety. The company will also continue to engage and regularly communicate with senior management on the status of our TSFs.

Over 80 independent reviews of our TSFs have been conducted since 1998.

Heap Leach Management

At some sites, gold ore is processed using heap leaching. With heap leaching, ore is crushed to approximately the size of large gravel particles and placed on a contained composite liner system. The ore is then irrigated with a chemical solution which dissolves the desired metals, typically sodium cyanide (for gold recovery) or sulfuric acid (for copper recovery). The composite liner – a combination of clay soils and impermeable synthetic membranes – is designed to ensure that no solution

escapes the leach pad. Equally important, the composite liner system also allows Barrick to recover the leach solution carrying the dissolved metals for further processing. In critical areas, we often double the synthetic liner system. Leak detection, down gradient monitoring and other safety features are also typical of our designs. The crushed ore in heap leach facilities (HLFs) remains after the copper or gold has been extracted and the leach solution has been recovered.

At the end of operations, the heap leach piles are rinsed or re-circulated and allowed to drain down, ensuring both maximum gold or copper recovery and environmental protection. Any residual seepage, captured by the liner system after closure, is treated to meet water quality standards before being released to the environment. HLFs are then re-contoured and capped with a multi layered soil cover that minimizes rainwater infiltration and allows revegetation.

Management of Barrick's heap leach pads are covered under the Tailings and Heap Leach Management Standard. The Standard establishes the minimum geotechnical, hydrological, hydrogeological and environmental design, construction, operation and closure criteria and procedures for Barrick's TSFs and HLFs.

Waste Rock Management

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

235 million tonnes of waste rock were stored in 2015.

Because waste rock naturally contains concentrations of potentially harmful elements, the material must be properly managed to reduce the risk of pollution associated with acid rock drainage (ARD) and/or metals leaching (ML).

Waste rock can be placed into engineered waste rock storage facilities which, once full, can be re-contoured, covered with soil, and revegetated, or the material can be returned to

completed open pits or underground mines for permanent storage. At some sites, non-reactive waste rock – material that does not have the potential to generate ARD/ML – may be used to construct road beds or tailings dams. At other sites, waste rock may be co-disposed in tailings storage facilities and submerged to significantly limit geochemical reaction rates, thus minimizing ARD/ML.

Barrick has implemented mitigation management at its operations where the waste rock, heap leach, and/or tailings have demonstrated the potential to generate ARD/ML.

Barrick is a member of the **International Network for Acid Prevention (INAP)**. We have participated in the ongoing revisions of the INAP **Global Acid Rock Drainage (GARD) Guide**, a worldwide reference for ARD prevention and mitigation. Experts from Barrick and several countries contributed their knowledge to the Guide's development and revision. The GARD Guide will continue to be updated as knowledge increases. INAP is also currently working on identifying key areas for further research, including waste rock cover guidance.

Mercury Waste Management

Mercury is a naturally-occurring element that is present, at some operations, in the ore we process. As a result of processing, mercury is separated from the ore. Using a risk-based approach for each operation, we place controls on equipment to collect elemental mercury and to trap most mercury emissions to air where needed (for data on mercury air emissions see [here](#)).

Mercury requires effective management due to potential environmental and human health risks. We promote responsible

management of mercury by following our Environmental Management System and the **ICMM position statement on mercury risk management**. Barrick has a cross-functional Mercury Task Force that is currently focused on mercury management.

It is our practice to ship elemental mercury and mercury compounds to a reputable refiner or stabilizer or to store it securely on site. For mercury shipments, strict handling, packaging, and transportation procedures are in place to protect both people and the environment. Consistent with U.S. law, we ceased the export of elemental mercury from U.S. facilities in January 2013.

142 tonnes of mercury were produced in 2015.

Non-Processing Waste Disposal

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

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

6.3 Energy Use & Climate Change

Mining is an energy-intensive business. From blasting and hauling to crushing and processing, energy is used at every stage of the mining process and represents a significant portion of our overall costs. We also understand the important link between energy use and climate change. Barrick considers climate change to be a company, community, and global concern. By effectively managing our energy use, we are able to reduce our greenhouse gas (GHG) emissions, achieve more efficient production, reduce our draw from local energy grids and save a significant proportion of our direct mining costs. Managing our energy use is therefore a business imperative.

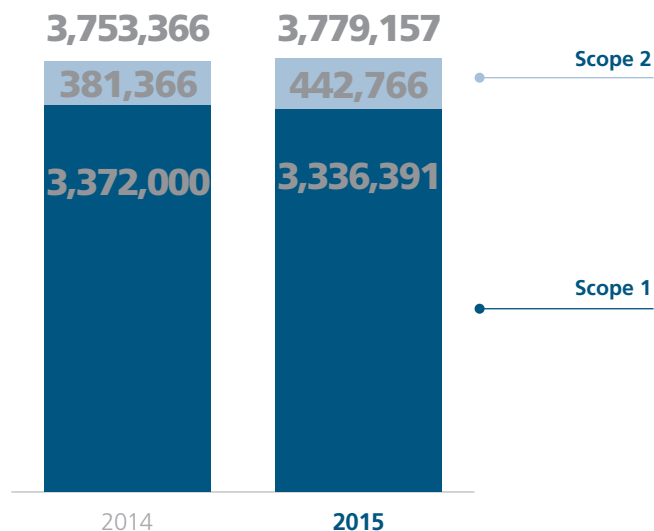
Our Approach

Conservation, energy efficiency and alternative energy sources form our core energy strategies. Barrick's Energy Management Policy establishes requirements for the effective administration and control of all energy sources (fuel, power, explosives) used by the company. Throughout the mining process, our approach to managing energy use and climate change is informed by our Environmental Management System and associated Standards.

Barrick understands the fundamental link between energy use and climate change and sees climate change as a company, community, and global concern. We have endorsed the International Council on Mining and Metals (ICMM) **Position Statement on Climate Change** and support placing a market price on GHG emissions.

As part of the company's energy strategy, Barrick has put in place a five-year energy plan with a goal of reducing energy costs by at least 10 percent. The plan includes a GHG emissions reduction strategy with both mid- and long-term targets. 2014 will be used as the new global baseline for GHG and energy reduction target setting.

Greenhouse Gas Emissions (Tonnes CO₂e)



Barrick's Five-Year Energy Plan

In 2014, Barrick developed a five-year energy plan with the goal of reducing energy costs by at least 10 percent.

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

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

Considering GHG Emissions in Business Decisions

To ensure that potential financial risks associated with increased greenhouse gas (GHG) emissions are appropriately considered Barrick considers carbon emissions when making material decisions about projects or operations. For example, when making acquisitions environmental due diligence may include the calculation of a carbon footprint. For new projects, an energy study is performed and includes optimization of project energy efficiencies and an assessment of carbon emissions associated with potential power supply options. We also work with our industry associations in the jurisdictions where we operate and explore to understand emerging and changing climate-related policy and regulations.

Energy Initiatives

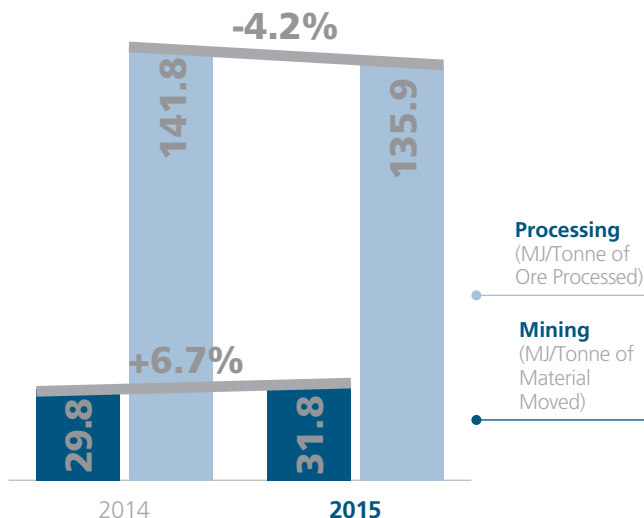
Over the past several years, all of our operations have conducted energy self-assessments to identify areas for improvement in energy efficiency and conservation. We have identified a wide variety of opportunities that range from increased energy awareness education, to improved ventilation fan monitoring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

In 2015, 18.5% of our electrical power was sourced from renewables.

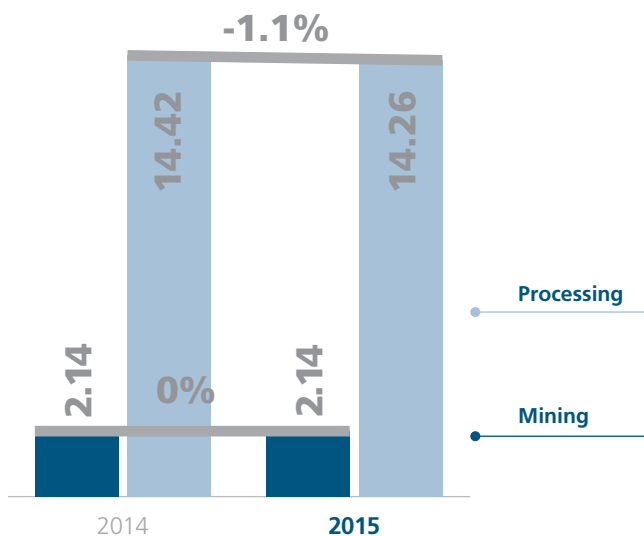
Many of the opportunities that have been identified will be able to be implemented without additional capital. For example, Barrick has begun negotiating non-capital-based strategies and entering partnerships that will allow us to use the energy savings stream from a project to finance the project. This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

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

Energy Intensity (MJ / Tonne of Ore)



Greenhouse Gas Emissions Intensity (Kilograms CO₂e / Tonnes Ore Processed)



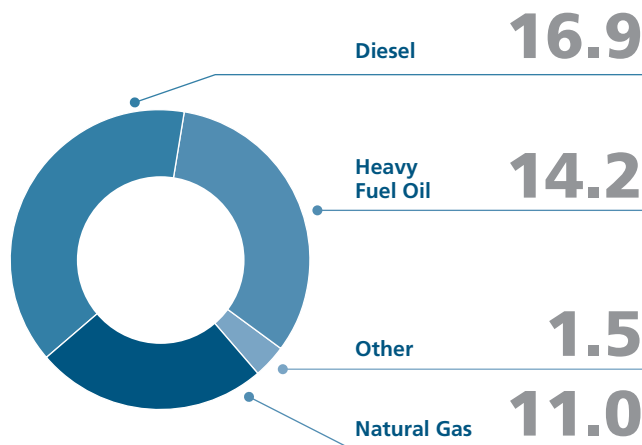
Similar efforts are being made in regard to switching haul trucks from diesel to natural gas (liquid natural gas (LNG) or high density compressed natural gas (HDCNG) at our Nevada operations to reduce operating costs and GHGs and particulate matter emissions.

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

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

Our Veladero mine in Argentina currently uses diesel powered generators to provide power to the site since there is no grid power available. In 2014, the diesel power plant produced 112,238 MWh/yr and generated 87,620 tCO₂e/yr in GHG emissions (a baseline emissions intensity of 0.78 tCO₂e/MWh). Veladero has recently completed a study to offset approximately 30% of their diesel power with solar and is in discussions with several world class solar developers. Veladero has one of the best solar resources in the world (7.03 kWh/m²/day). Displacing diesel power with solar could reduce annual GHG emissions by up to 30%, which would translate into a revised emission intensity index of only 0.55 tCO₂e/MWh for power generation at Veladero. The solar plant could be installed and fully operational before the end of 2018.

Fuel Use By GJ of Energy



Our Progress

- In 2015, we made progress towards our goal of reducing energy costs by 10% by 2019 by reducing our spend on energy by 33% from our 2014 baseline.
- We decreased our total energy use from 55,549,720 GJ in 2014 to 56,275,597 GJ in 2015. We also experienced an improvement in our energy intensity in 2015: when processing, Barrick used 4% less energy per tonne of ore processed; when mining the company used 7% more energy per tonne of ore moved. In terms of emissions intensity, we emitted the same amount kilograms of CO₂e per tonne of ore moved and 1.1% less kilograms of CO₂e per tonne of ore processed in 2015.
- In 2015, 18.5% percent of our electrical power, both self-generated and purchased, was sourced from renewables, an increase from 17.15% in 2014.
- We appointed energy champions at each site in 2015. The role of these champions is to understand the energy profile and performance at the mine, drive energy efficiency initiatives and projects, co-construct and implement solutions with their mine teams, invest time and resources into identifying and assessing opportunities, communicate and educate and be the change ambassador.

Priorities in 2016

- We will continue our efforts to reduce energy costs by at least 10 percent, in line with our five-year energy plan.
- In 2016, as part of Barrick's Best In Class Initiative (BIC), energy intensity was recognized as one of the key indicators (mining intensity, labor intensity, installed capacity intensity and energy intensity) that Barrick must properly measure and manage in order to become a Best In Class company. Therefore, mine GMs and their staff are keenly focused in this area and are compensated accordingly.
- Barrick is developing a real time Energy Management Information System (EMIS) that leverages our OsiSoft Pi systems to provide dynamic dashboards on energy use, costs, GHG emissions, Mass-Energy Balances, drill down capability to asset level information, measurement and verification (M&V) capabilities to validate the actual savings from energy projects and data analytics.
- Barrick will be piloting an Energy Ideation, Collaboration and Project Management tool. This social-network based

system will allow real-time collaboration across all of Barrick's mines, corporate offices and subject matter experts in sharing ideas, best practices and challenges; identifying and quantifying opportunities; and then the project development and management of these ideas (i.e. a turnkey, integrated and collaborative approach to managing our energy portfolio throughout the company).

- In 2015-2016 Barrick identified several opportunities and technologies to improve the way in which we move materials within a mine and from mine to mine that could result in substantial energy and operating savings while drastically reducing our carbon footprint. These opportunities will be further analyzed, developed and implemented where it makes sense.
- We will continue to focus on technologies and innovation that will reduce our energy use and costs at existing mines while providing new opportunities and improved economics at new mines under development.

In 2015, Barrick was named a carbon disclosure leader in Canada [LINK](#)

6.4 Biodiversity

Biodiversity forms the basis of the many ecosystem services – including the provision of fresh water and of raw materials such as food and fuel, climate regulation, soil formation, recreational services, etc. – that keep people, and the natural environment, alive and healthy.

Our mining activities can have an impact on local biodiversity and the provision of these essential services. We see biodiversity loss as both as a regulatory risk and a risk to our relationships with host communities. One of our fundamental responsibilities is to as effectively as possible remediate our impacts to the environment.

Our Approach

Throughout the mining process, we follow the guidance provided by our internal Environmental Management System and associated Standards, along with guidance provided by the [International Council on Mining and Metals \(ICMM\)](#),

to determine how to manage our impacts on biodiversity. We are committed to engaging with local communities, including Indigenous Peoples, regarding these impacts.

To put this into practice, Barrick has in place a Biodiversity Standard which establishes minimum standards for the management of biodiversity at all exploration, project, operating and closure sites.

We aspire to safeguard, manage, and eventually reclaim lands, with a focus on protecting biodiversity.

We have determined that a "no net loss" approach would be difficult to demonstrate at our older, established mine sites, where original baseline data is not always available. Recognizing this limitation, the Biodiversity Standard and our

management approach are focused on ways to achieve beneficial outcomes for potentially impacted key biodiversity features at new projects and major expansions of existing properties. This includes combining the elements of the Mitigation Hierarchy of avoidance, mitigation, and restoration programs with biodiversity offsets and/or other conservation actions so landscapes in the regions benefit over time from our presence. Nonetheless, all of our mines are managed with the goal of minimizing impacts on biodiversity.

Mitigation Hierarchy

AVOID: Avoid impacts on certain components of biodiversity.

MINIMIZE: Reduce the duration, intensity and/or extent of impacts that cannot be completely avoided.

REHABILITATE/RESTORE: Rehabilitate degraded ecosystems or restore cleared ecosystems following exposure to impacts that cannot be completely avoided and/or minimized.

OFFSET: Compensate for any residual significant, adverse impacts that cannot be avoided, minimized, and/or rehabilitated or restored.

Barrick has taken a leading role in the design and construction of evaporative covers for both waste rock dumps and tailings impoundments, and has also won industry and government awards for its reclamation activities. It is not usually possible to restore a mine site exactly as it was prior to mining, but it is possible to restore a healthy, thriving ecosystem, with lands that support productive post-mining land use.

Although not near any existing protected areas in Papua New Guinea, the independently operated Porgera Joint Venture has supported field work to identify a proposed area of importance for future conservation in sub-alpine habitat near the mine site, as well as sponsoring a Forest Stewards Program that engages local land-users in conservation of their traditional lands.

Our Progress

- The Biodiversity Standard was updated and released in 2015 effective as of January 1, 2016.
- In 2015, five sites (four operating mines and one project) were considered to require biodiversity management plans due to their proximity to protected areas and the detection of threatened species.

Each of these five sites manage and monitor impacts related to biodiversity. One site and one project⁶ have biodiversity management plans in place, and three other sites are managing and monitoring specific biodiversity features as required as part of their environmental management plans.⁷ In addition, most Barrick sites, regardless of their proximity to protected areas, include some level of protection for terrestrial and aquatic flora and fauna in their environmental management plans.

- On March 15, 2015, Barrick signed a Bank Enabling Agreement with the Department of the Interior through the U.S. Fish and Wildlife Service (USFWS) and the Bureau of Land Management (BLM) to voluntarily mitigate impacts to sage grouse habitat near our mines in Nevada.

Reclamation

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

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

⁶ Biodiversity management requirements changed in late 2015 after the Pascua-Lama project was suspended.

⁷ The criteria we used to establish the need for a biodiversity management plan was proximity to a protected area and presence of IUCN Threatened species as determined by high-level corporate risk assessments using tools such as the Integrated Biodiversity Assessment Tool, rather than individual site impact analyses.

All parties to the agreement agreed to use The Nature Conservancy's Conservation Forecasting Tools to build a Habitat Conservation Bank to compensate for significant residual impacts of future mining activities. Greater sage grouse are wide ranging and can be found across much of the western United States.

- As part of our commitment to look for opportunities to improve conservation at our sites and the landscapes in which we operate, we continue to support, both financially and through active participation, groups such as the Cross-Sector Biodiversity Initiative, ICMM's Biodiversity Working Group, The Nature Conservancy's Business Council, Proteus (UNEP-WCMC), and BSR's Ecosystem Services Working Group. Each partnership and working group supports the continued growth of good practice among industry leaders and exposes us to the most current thoughts to consider as we work toward our improvement goals.

Land Management

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

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

The total area of surface land owned, leased or managed by Barrick at the end of 2015 was 1.1 million hectares, down from 1.5 million hectares in 2014. The reduction in these lands was due to a change in our reporting boundary along with the divestiture of a number of properties in 2014. Of the 1.1 million hectares, just under three percent has been disturbed over the years by our operations. The rest has been left in its natural state or utilized for other activities including agriculture and livestock grazing. At the end of 2015, our current disturbance for active mining was just under 29,000 hectares. Also, at the end of the year, 6,047 hectares had been reclaimed to the agreed post-mining land use.

LAND DISTURBED BALANCE	
Total Land Disturbed and not yet rehabilitated at beginning of year	27,657 Ha
Total amount of land newly disturbed (2015)	1,152 Ha
Total amount of land newly rehabilitated (2015)	28 Ha
Total Land Disturbed and not yet rehabilitated at end of year	28,781 Ha

Protected and Other Sensitive Areas

Barrick has one property located near a World Heritage site, two in a Man and Biosphere Reserve and three near International Union for Conservation of Nature (IUCN) protected areas. Other countries in which we have operations located in sensitive habitats include the Dominican Republic, Peru, the United States, Zambia, and Papua New Guinea.

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

The 21,000-hectare Veladero mine, as well as the Lama side of the Pascua-Lama project, are located within the multi-use area of the San Guillermo Man and Biosphere Reserve (San Guillermo MAB) in Argentina. The San Guillermo MAB, comprising 990,000 hectares, is a thriving ecological micro-region, home to diverse migrating species such as condors, vicuñas, llamas, pumas, flamingos, and many others. MABs are places where UNESCO seeks to reconcile conservation and cultural diversity with economic and social development through partnerships between people and nature. The San Guillermo MAB has a nucleus, buffer and multi-use areas. Mining is one of the many human uses permitted in the multi-use area of the San Guillermo MAB. Barrick supports the creation of a management plan for the San Guillermo MAB, which is an important requirement to maintaining biosphere reserve status according to the UNESCO principles.

2015 Barrick Lands

Hectares



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

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

The tailings facility of the Hemlo mine in Ontario, Canada, is within 15 kilometers of White Lake Provincial Park (IUCN Cat II), but no impacts are expected.

We also have operations located within or near areas considered of High Conservation Value by UNEP⁸ (see the table below). Our EMS directs our employees to heed their responsibility to protect these sensitive habitats.

Wildlife Management

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

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

In 2015, there were no major wildlife mortalities⁹ at Barrick's sites.

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

In Nevada we support fire management programs to protect sage grouse and mule deer habitats. In addition to fire protection, on March 15, 2015 Barrick signed a Bank Enabling Agreement with the Department of the Interior through USFWS and the BLM to voluntarily mitigate for impacts to sage grouse habitat in Nevada. Parties agreed to use the Nature Conservancy's Conservation Forecasting Tools to build a Habitat Conservation Bank to compensate for significant residual impacts of future mining activities. Although the USFWS did not list the greater sage grouse under the U.S. *Endangered Species Act* in 2015, work to protect these birds is underway. Greater sage grouse are wide ranging and can be found across much of the western United States.

⁸ Determined by high-level corporate risk assessments using tools such as the Integrated Biodiversity Assessment Tool, rather than individual site impact analyses

⁹ A major wildlife mortality is an event in which five or more wildlife mortalities occur due to a single unwanted event or single mortality occurs five or more times during a calendar year due to mine related circumstance that are similar.

SITE	PROTECTED AREAS	AREAS OF HIGH CONSERVATION VALUE
Lagunas Norte		a) Within Global 200 – Northern Andean Paramo b) Bordering Tropical Andean Biodiversity Hotspot
Lama and Veladero	Each are within the multi-use area of the San Guillermo Man and Biosphere Reserve	
Lumwana	Within 10 km of Acres Forest Reserve (IUCN unclassified Protected Area)	Within Global 200 – Central and Eastern Miombo Woodlands
Pierina	Within 10 km of Huascarán National Park and World Heritage Site	a) Within Global 200 – Atacama-Sechura Deserts b) Bordering Tropical Andean Biodiversity Hotspot
Porgera Joint Venture		a) Within Global 200 – Central Range Subalpine Grassland / New Guinea Rivers and Streams / New Guinea Montane Forest b) Within High Biodiversity Wilderness Area
Pueblo Viejo	Infrastructure crosses Aniana Vargas National Park declared in 2009	Within Caribbean Island Biodiversity Hotspot

Threatened Species

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

Barrick's support in the development and use of additional conservation data tools, such as the Integrated Biodiversity Assessment Tool (IBAT) is now providing easier access to protected area information and the potential presence of Red-Listed species for our operations and projects to consider in mine development. The IBAT provides a broad scope of habitat and species' potential in an area, which is followed up by field work when required to determine if habitat on the ground would be suitable for the list of flagged sensitive species.

Based on the IBAT, we estimate that approximately 136 species with IUCN conservation assessments ranging from critically endangered to near threatened¹⁰ could be possible at our sites if habitat were suitable. We then checked environmental impact assessment data for each site, where possible, and identified 93 species on the IUCN Red List potentially present in habitat near our operations. These categories ranged from those of least concern (50) to those endangered or critically endangered (two species). At a local level some species are also identified as sensitive; by identifying these species we are able to develop appropriate management plans to avoid harm where necessary.

These numbers have changed since 2014 since we had fewer properties in 2015 on which to report.

IUCN RED-LIST CATEGORY	THROUGH EIAS	THROUGH IBAT
Critically Endangered	1	5
Endangered	3	27
Vulnerable	21	34
Near Threatened	18	70
Least Concern	50	Not reported in the IBAT
Total	93	136

¹⁰ Species listed as Least Concern are not flagged on the IBAT tool.

6.5 Air Emissions

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

As these may have an impact on people and the environment, we work to control emissions and reduce contaminants through smart facility design and the use of a variety of controls, including dust suppression, dust collection systems, and scrubbers.

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

Our Approach

We design facilities and conduct our operations in ways that control emissions. All Barrick operations have air control plans and activities in accord with local laws, regulations, and permit requirements. We also believe in supporting voluntary initiatives to innovate and advance emissions control rather than waiting for regulatory requirements to drive our actions.

Dust

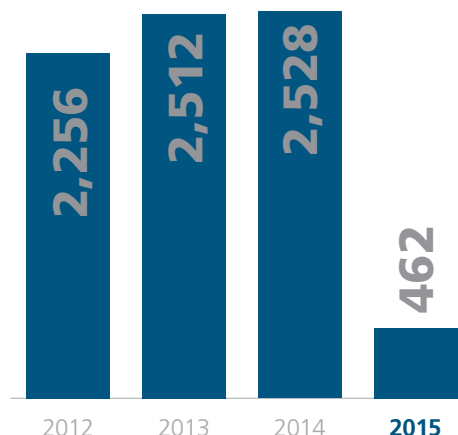
Dust is the most common air emission at mine sites in general. We suppress dust emissions from roads, crushers and conveyor belt systems through the application of water to roads, the operation of mist sprays and dust collection systems at point sources, and the application of natural or synthetic dust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

Sulphur & Nitrogen Oxides

Sulphur and Nitrogen Oxide (SOx and NOx) emissions are most often controlled by the use of filters, scrubbers and other pollution control devices. Information on SOx and NOx emissions is routinely collected in Canada and the United States and

PM10* Emissions¹¹

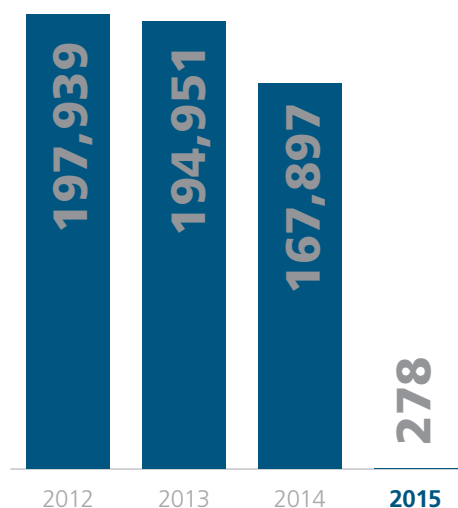
Tonnes



* Particulate matter up to 10 micrometers in size

SOx Emissions¹²

Tonnes



¹¹ Significant decrease in 2015 due to divestment of Australian operations. At some of our Latin American sites PM10 emissions are monitored but not tracked as an aggregate numbers.

¹² Significant decrease in 2015 due to divestment of operations and a change reporting boundaries.

submitted to the national databases identified in the table above. In other jurisdictions, our mines may not routinely collect this data where there are no permit requirements to do so.

Mercury

There are potential environmental and human health risks associated with mercury. As such, Barrick is actively engaged in closely monitoring and managing these emissions, as well as finding ways to reduce them. At a number of operations, the ore we process contains mercury that is released as a vapor during processing. The amount of mercury released can vary over time as the geochemistry of the ore changes. Using a risk-based approach for each operation, we place controls on equipment to trap more than 99% of mercury emissions to air where needed. These controls combine various methods, such as scrubbers and cooling towers, wet gas condensers, and activated carbon filters or beds.

See [Tailings and Wastes](#) for information on elemental mercury and mercury compounds.

Greenhouse Gas Emissions

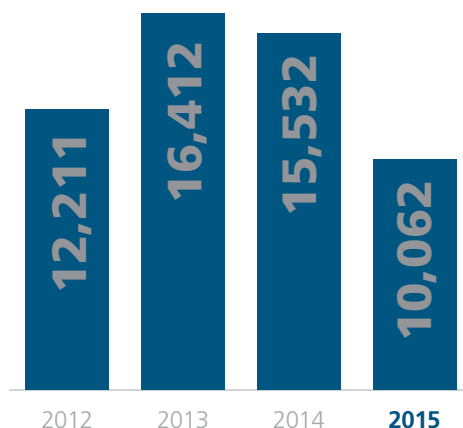
Barrick understands the fundamental link between energy use and climate change and sees climate change as a company, community, and global concern. We realize that effective energy management, including energy efficiency programs, will result in GHG reductions, so our climate change efforts are also focused on energy management. See [here](#) for a full discussion of our approach to Energy and Climate Change.

Ozone Depleting Substances

Barrick operations do not manufacture ozone depleting substances (ODS), or equipment that would use them. We also do not use materials that contain ozone depleting substances, except for fire extinguishers and some refrigerants and machine shop solvents; therefore, emissions of these substances are minimal.

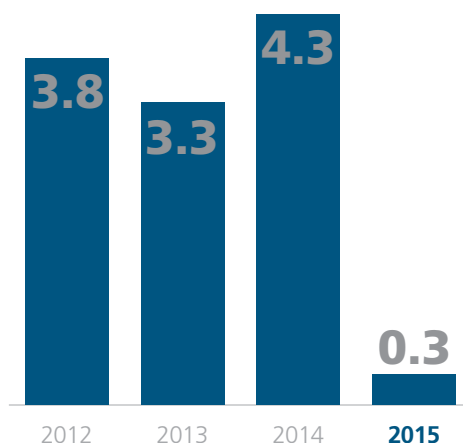
NOx Emissions¹³

Tonnes



Mercury Air Emissions¹⁴

Tonnes



¹³ Significant decrease in 2015 due to divestment of operations and a change reporting boundaries.

¹⁴ The large change in mercury emissions is due to the improvements made at Veladero based on their Mercury Management Plan, which was discussed in the 2014 Responsibility Report.

6.6 Materials

Our sites use a wide range of materials – including explosives, chemicals, and fuels – in their day-to-day operations. If not properly managed, these materials can pose a risk to the environment and the health of our employees and local communities.

Our Approach

We work to manage chemicals and materials at our operations in a safe and responsible manner. We are guided in our approach by the Standards included in our Environmental Management System and Safety and Health Management System. As part of management systems, we regularly assess and rank risks, including those posed by use of hazardous materials, and then institute controls to manage those risks.

The use of cyanide, explosives, electricity, other chemicals/reagents and fuels at our mining operations is monitored based on national regulations and global best practices, including the [International Cyanide Management Code](#).

Process Materials

We use consumables and reagents in the extraction of gold and copper from the ores we mine. Key consumables include fuels, explosives, sodium cyanide, nitric and sulfuric acids, sodium hydroxide, and lime, among others. Our key process materials are consumed in our mining and processing applications; therefore, we buy them new and are not able to recycle them. Our Environmental Management System requires that we have controls in place to manage these materials responsibly throughout the mining process and from “cradle to grave”, which includes transportation, storage, usage and final disposal if required. Environmental Health and Safety Regulations also dictate how these substances are managed.

Explosives

In any construction or mining activity, explosives are used to break rock. Rigorous safety procedures and controls are in place at our operations related to storage, transportation, handling and use of explosive materials such as ammonium nitrate fuel oil (ANFO) and emulsions.

Electricity

Barrick's operations use energy in the form of electricity, liquid petroleum gas, propane or natural gas and liquid fossil fuels, primarily diesel. Most of our electricity is purchased from utilities or other generators or from regional and national grids. A few of our more remote mines generate their own electricity using either diesel- or natural gas-fired generators. We are engaged in ongoing programs to optimize energy efficiency and are committed to increasing our use of renewable energy such as solar and wind energy generation, where practical.

Fuels

We use a variety of different fuels at our operations around the world, including diesel, gasoline, propane, natural gas and fuel oil. We have measures in place to prevent fuel spills and to contain fuels should spills happen in order to protect people and the environment. These measures include designing and constructing appropriate storage and piping, the use of multiple levels of spill containment, appropriate training of employees and contractors, and routine inspection and monitoring of storage facilities. Preventative maintenance programs for vehicle fleets and stationary power equipment also reduces the risk of spills. As a result, spills and leaks are detected quickly, the fuels are most often captured within containment, and long-term environmental impacts are prevented.

Barrick has pioneered a new process that allows treatment of carbonaceous material through autoclaves. This material could previously only be processed in roasters. This Total Carbonaceous Material (TCM) technology uses thiosulphate to leach the gold after pressure oxidation, rather than cyanide, and resin to collect the dissolved gold, rather than carbon. This allows Barrick to process double refractory ore (ore that resists processing by cyanide), thereby accelerating cash flow from stockpiled ore. The tailings of the thiosulphate circuit are benign – in fact, thiosulphate is commonly used as fertilizer. Our Goldstrike mine in Nevada retrofitted existing leach circuits in 2014 to begin using this TCM technology. This is the only commercial use of TCM technology for gold processing in the world.

Cyanide

Cyanide and an oxidant (such as oxygen) in solution are generally required to dissolve gold from ore. After 100 years of use and research, cyanide remains the predominant means by which gold is extracted from ore. It is a hazardous substance that can be harmful to people and animals above certain levels. Therefore, at each of our operations, we have rigorous procedures in place for the safe transport, storage, handling and disposal of cyanide.

Cyanide is used at nine of our owned or operated gold mining operations. The remaining two operations do not use cyanide: one does not process ore and the other is a copper mine.

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

As of 2015, all Barrick-operated sites that use cyanide are Cyanide Code certified.

Transportation, Recycling and Reuse

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

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

On September 13, 2015, the site identified a valve failure on a leach pad pipeline at Barrick's Veladero mine in San Juan Province, Argentina, resulting in a release of cyanide-bearing process solution into a nearby waterway through a diversion channel gate that was open at the time of the incident. For further information see [Significant Issues](#).

6.7 Environmental & Social Impact Assessments

Building a new mine or significantly expanding an existing mine is an increasingly complex undertaking, due to more stringent regulations and a more inclusive and transparent process involving significantly more stakeholders. We welcome this as it can help ensure broader and more sustained support for our operations.

Before building a new mine or significantly expanding an existing mine, Barrick undertakes detailed impact studies and consults extensively with communities through environmental and social impact assessments. The process can take years and lays the foundation for good local dialogue and communication.

Our Approach

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

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

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

Impact Assessments

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

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

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

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

The ESIAs may address the following resources for potential impact:

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

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

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

Mine Closure

Every mine has a finite operational life and the eventual closure of a mine can contribute to significant social, economic and environmental changes, especially for nearby communities. We believe that properly closing a mine has to involve managing and addressing our partners' social and economic concerns, as well as the environmental impacts and obligations created by Barrick.

We start planning for mine closure even before construction begins. We have developed a Mine Closure Management System (MCMS) and integrate this planning into our decision making by embedding closure considerations into both our Community Relations and Environmental Management Systems.

Barrick's Pierina mine is currently in closure and the Golden Sunlight mine is nearing planned closure.

Mine Closure Management System

Our mine closure planning – both the social and environmental aspects – begins early in the mine life cycle. During project development, environmental closure planning is considered and conceptual Mine Closure Plans are developed. In support of this, we have developed a Mine Closure Management System (MCMS) which incorporates the requirements of a number of foundational Barrick policies, procedures and guidelines, including the Corporate Social Responsibility Charter, Environmental Policy, Mine Closure Standard, Environmental Management System, Community Relations Management System and Community Relations Standard.

Over the life of a mine, reclamation and closure technologies evolve, regulations can expand, stakeholder expectations can change, and our knowledge expands with lessons learned from around the world. Therefore, the MCMS has been designed to reflect and adapt to changing conditions, including by requiring periodic checks, corrections, and risk assessments.

Environmental Closure

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

At closure, in order to return disturbed lands to a stable state for post-mining land use, we remove, relocate, demolish or transfer ownership of buildings and physical infrastructure; close pits and shafts; stabilize underground workings; treat tailings and process waters appropriately; and slope, contour, cap or cover, and re-vegetate our waste rock facilities, leach pads and tailings impoundments. We also protect water resources and other environmental media. The post-mining land use of a property may differ from its prior condition and is the result of negotiation and agreement among various parties including

governments, local communities and our operations. In all cases, it is our goal to protect the long-term viability of the land once mining ceases.

100% of our operations have environmental closure plans in place.

Social Closure

Barrick's Community Relations Management System and the Community Relations Standard help our community relations consider the social aspects of mine closure.

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

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

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

Our Progress

- In December 2015, Barrick announced a new position of General Manager, Closure Sites, reporting to the Chief Operating Officer. This was in recognition of the fact that these sites require careful management and executive oversight to ensure we comply with all of our regulatory obligations, while keeping communities and the environment safe. Closure sites also represent significant financial

liabilities for the company. By bringing a portfolio management approach to our closure properties, we believe there are opportunities to realize significant cost savings.

- Barrick currently manages 34 closed sites.
- Currently, two of our mines are within closure or are nearing planned closure within three to five years: Pierina and Golden Sunlight. At these sites, work is already underway to prepare the local communities for eventual closure.
- A decision was made in August 2013 to accelerate closure at the Pierina mine. Both internal and external communication plans were developed and communication to employees and local communities began in 2014. As part of the closure plan, Pierina is stabilizing the open pit by constructing an in-pit central backfill, while recovering incidental ounces of gold in the leach pad. Pierina has also constructed more robust water management ponds in the open pit drainage basin. Barrick has commissioned an Acid-Rock Drainage treatment plant for the effluent from the pit and waste rock facilities.

- Barrick's Golden Sunlight mine in Montana is continuing its work to clean up environmental contamination at historic mine sites while supporting the local economy. These legacy tailings impoundments and waste-rock piles require closure. Although this is typically unrelated to the company's activities, the mine has offered to accept these tailings from independent operators and re-process and store the materials in its own modern facilities. This project has helped save the state and taxpayers millions of dollars they otherwise would have had to otherwise pay in clean-up costs, while stimulating the local economy by creating jobs for small operators that are collecting and trucking the material to the Golden Sunlight mine. Since 2010, the mine has received more than 600,000 metric tons of offsite legacy mining material, paid out more than \$45 million to local operators and generated approximately \$5.7 million in income for Barrick.



SECTION 7 Society

Our core business is building partnerships of real depth and trust with host governments, local communities, NGOs, indigenous people and others. At their invitation and with their support, we take their minerals out of the ground, and in so doing create wealth for all.

Our Approach to Society

Since the gold we mine belongs to the countries and communities where we operate, we see ourselves as partners in transforming these resources for mutual benefit. To know what benefit really means to others, we listen to understand local priorities, interests and concerns. Our more than 30 years of working with governments, communities and others tell us that what matters is as varied as where we operate. Knowing what matters – and getting that right – is the foundation of a mutually beneficial and long-term partnership.



7.1 Community

7.2 Human Rights

7.3 Government Affairs

7.4 Supply Chain

7.5 Our Stakeholders & External Commitments

7.1 Community

Barrick's operations can have both positive and negative impacts on the people and communities near our mines. A mine can bring increased economic activity, create local jobs, and provide tax revenue that helps support local governments in delivering services. In 2015 alone, we contributed more than \$6.15 billion in the way of payments to governments, purchases of goods and services, and investments in the communities and countries where we operate. Mining can also contribute to social change, use scarce resources and contribute to an unsustainable influx of people into a community.

We do not see the good things that we do as offsetting all the negative impacts we may have. For this reason, we work as hard at mitigating potential negative impacts as we do at leveraging mutual and sustained value for all of our partners.

Our Approach

At Barrick, we believe strong relationships with communities are about getting the simple things right: managing our impacts (such as dust, noise and traffic), doing what we say we will, resolving grievances, and buying and hiring locally.

9,000+ employees are from local communities

To create this kind of mindset among our people, we have developed a **Community Relations Policy**, which is supported by a Community Relations Standard along with

procedures, guidelines, toolkits, and comprehensive assurance reviews. Together, these form Barrick's Community Relations Management System (CRMS). The CRMS creates explicit performance requirements for community relations at Barrick projects and operations to ensure we get the simple – and important – things right and live up to our commitment of creating long-term mutual benefit in the communities where we operate.

Our Progress

- In 2015, we developed a local content framework to support the use of local labor, services and goods at our sites. The development of the framework was led by the Community Relations team in collaboration with all groups impacted by local content policies, including supply chain leads, human resource leads, mine General Managers, country Executive Directors, construction managers and project directors. This framework outlines the steps needed to develop local employment and local procurement programs, referencing best international practice and embedding lessons learnt from other Barrick sites. An important emphasis is on engaging with internal end users on the mine site and making sure local content programs align with their needs and concerns.
- Barrick created an inter-site working group on grievance management in 2015 to share best practices and the challenges faced when implementing grievance mechanisms. The group consists of grievance mechanism officers at

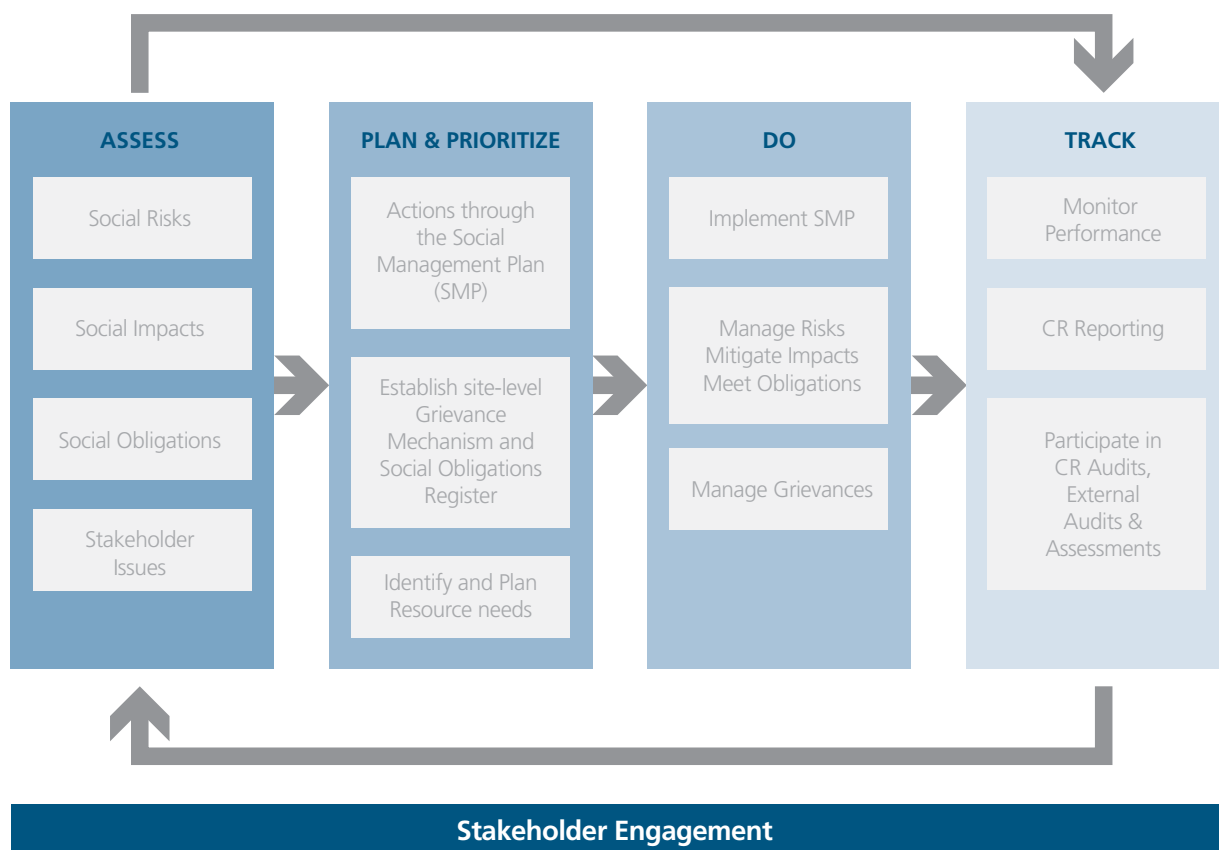
Management Elements	Context-Specific Elements
Corporate Responsibility fundamentals	Manage site specific social impacts and social risks
Social Risk	Community Development
Social Impact	Indigenous Peoples
Social Management Plan	Cultural Heritage
Social Obligations	Land Acquisition & Involuntary Resettlement
Stakeholder Engagement	Influx Management & Illegal Mining
Grievance Management	Social Closure
Leadership, Governance & Collaboration	Local Procurement & Contracting (led by Supply Chain)
Resourcing and Training	Local Employment (led by Human Resources)
	Community Safety (led by Safety and Health)
	Contractors

various sites and other team members who help manage grievances. Lessons shared in the group are a source of significant learning for the company and will be reflected in subsequent guidance to improve grievance mechanisms (for more information see [here](#)).

Priorities in 2016

- Revise the Community Relations Standard so that it is aligned with the decentralized company structure and drives accountability for managing social risks down to the site level, shifting our focus to outcomes on the ground.
- Continue to embed the Local Content Framework across all Barrick's sites. Support sites in the development of their Local Content programs.
- Three sites will undergo internal audits of their compliance to the Community Relations Management System.
- Building and maintaining strong relationships with core stakeholders is a company-wide priority for 2016 and will be a metric by which executive compensation is determined.

CRMS Workflow



Engagement

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

Our Approach

Barrick's Community Relations Management System (CRMS) facilitates community engagement by providing our sites with guidance and tools on best practices so that they can build stronger relationships.

100% of sites have stakeholder engagement plans

These best practices include:

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

The Pueblo Viejo mine conducts weekly mine visits to allow community members the opportunity to better understand the activities being undertaken on site.

As community engagement is a dynamic process, the CRMS is designed to enable sites to adjust their approach as local relationships change and evolve over the life of the mine.

Assurance and verification are important parts of our approach, providing sites with feedback and opportunities for improvement.

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

At the Alturas exploration camp in Chile, Barrick knows that direct, transparent, and consistent communication with stakeholders is essential to our future success. We know that a potential project can only succeed through strong relationships with community partners. This is why we started engaging and listening to community members even as we started drilling. As a result, Barrick has identified that local employment is the most significant concern to the local community and, as a result, we are working on plans to ensure the 2016-17 drill season maximizes job opportunities for people from nearby communities.

Stakeholder Engagement Plans

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

To help create a consistent approach across all our mine sites, Barrick's CRMS requires all sites to develop and implement stakeholder engagement plans. These plans must, at a minimum, be based on stakeholder identification, mapping and analysis; include a clear engagement action plan outlining engagement approach and frequency; and track and document all engagement activities.

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

As a company, Barrick expects all stakeholders to be consulted and informed, in a timely manner, about site activities throughout the life of mine. For example, communities must be

informed of potential social impacts of a change in the mine plan, as well as our plans to mitigate them. Sites must also have processes in place to facilitate stakeholder participation in the decisions or matters that affect them.

Community Participatory Mapping at Pueblo Viejo

At Barrick's Pueblo Viejo mine in the Dominican Republic, the site Social Responsibility (SR) team worked with the local community members to conduct Community Participatory Mapping (CPM) workshops. CPM engages community members in mapping out their own community, as they see it, and in analyzing for themselves how their community functions, by self-identifying the boundary, community leaders, central organizations or companies, and all the elements they recognize to be part of their local area. This process helps Barrick identify items of importance that may be overlooked by traditional social studies and encourages community members to recognize that they are the experts on their own community. By participating in the exercise, the Pueblo Viejo SR team is able to better understand how important the company is for communities and how central or peripheral we are to the community's life. We are then able to tailor our engagement and development activities in response. There were 2,080 community members participated and, due to its success, it will be repeated in 2016.

Exploration & Community Engagement

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

Intensive Community Engagement in Zambia

In 2014, the government of Zambia approved legislation to increase royalties from 6% to 20%. Following this legislation, Barrick announced that it would put the Lumwana mine on care and maintenance. The possibility of the mine closing led to significant concern and anxiety in the local community. Anticipating these concerns, the Lumwana community relations team undertook an intensive engagement strategy to keep community members informed. Through one-on-one meetings, community town halls, and publications/ leaflets, the site helped the community understand Barrick's position and how the change would impact the community. The subsequent reduction of the royalty to 9% in 2015 enabled us to keep operating, and Zambian Parliament has since passed a 4-6% sliding scale royalty.

Grievance Management

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

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

100% of our sites have a community grievance mechanism.

Our Approach

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

All sites must have a mechanism approved by the Executive Director and General Manager for receiving, documenting, tracking, reporting and responding to complaints and grievances. The grievance mechanisms must be accessible to a wide range of stakeholders, including women and vulnerable people, and be culturally appropriate.

In 2015, Barrick created an inter-site working group to share best practices and challenges that they face in applying the company's grievance mechanism. The group consists of grievance mechanism officers at various company sites and other team members who help manage grievances. At its August 2015 meeting, the group was fortunate to be joined by John Ruggie, author of the U.N. Guiding Principles on Business and Human Rights and special advisor to Barrick's Corporate Social Responsibility Advisory Board. Ruggie explained that, when a grievance mechanism works well, it serves as an antenna, helping companies flag and address potentially serious issues before they escalate.

2015 Grievances

At the majority of our sites, grievances are primarily related to employment and procurement opportunities; the mine's potential impacts on water; contractor conduct in the community; and how sites treat local employees. At the Porgera Joint Venture in Papua New Guinea, where approximately 80% of our grievances originate, there are a significant number of grievances related to land, driven by ongoing discussions about resettlement and compensation.

In 2015, our sites received 1005 grievances and resolved 688 grievances, including cases carried over from 2014. At the end of 2015, 350 grievances remained outstanding.

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

However, by tracking the number and type of grievances, we are able to identify issues that are important to communities before they become social risks. For example, one of our sites in Peru identified an increase in the number of contractor-related grievances. This allowed the site to take immediate actions to address the problems. These included hiring a supply chain supervisor at the mine responsible for social issues and coordinating with

contractors; engaging with the main contractor to have them hire a supervisor to address the social issues at their company and with their subcontractors; and commencing regular coordination meetings between supply chain, community relations and contractors to review any emerging community issues.

Similarly, in 2014 and 2015 the company saw a general increase in the number of grievances related to local employment and procurement across many sites. Each site was able to use this information to re-examine their programs and processes. As a company, this provided clear evidence on the need to re-think how we manage these programs. Ultimately, it led to the development of a local content framework to better support sites' use of local labor, goods and services.

Social and Economic Development

Barrick has an opportunity to contribute significantly to social and economic development in the communities and countries where we operate.

We do this by creating local jobs, buying goods and services from local businesses, paying our fair share of taxes and partnering with governments and civil society on local priorities, such as education or economic diversification.

Communities and host governments rightly expect to share in mining's benefits. When we live up to their expectations, we are partners with host governments and communities in their own development, contributing to a more stable and prosperous society and a more secure license to operate.

64% of jobs are filled by employees from the local area across the company

Our Approach

We contribute in a number of ways to social and economic development, including through buying and hiring locally, investing in education, helping diversify livelihoods, and paying our fair share of taxes.

Barrick has put in place company-wide systems and standards to help us live up to the expectations our community partners have of us.

- The Supply Chain group's Local Procurement and Contracting Standard guides our community relations and supply chain teams to develop the capacity of local and regional suppliers and increase their access to supply opportunities.
- To create more opportunities for local people to work at our mines, Barrick requires site Community Relations and Human Resources teams to develop Local Employment Plans which ensure attention is paid to local employment over the life of the mine.
- Barrick has also put in place a local content framework to help our sites better support the use of local labor, goods and services. The framework acts as a guide by outlining the main steps in developing local employment and local procurement programs and referencing best international practice. As a result, our sites are better positioned to invest in community development programs that lead to sustained socio-economic development, helping contribute to a more secure license to operate.
- The taxes and royalties derived from mining operations are important sources of government revenue that get invested in infrastructure, health, education and other important areas. Everywhere we operate, we pay significant taxes and royalties to all levels of government, and publicly report on these payments as part of our commitment to transparency and as a signatory to the Extractive Industries Transparency Initiative (EITI).

Local Content

Local content refers to the employees and goods and services that come from the local area that are employed and used by a mine site. Managed well, the use of local content increases opportunities for communities and provides multiple economic benefits that stimulate development. Local content can help Barrick by fostering a more stable workforce and supply base, ensure we meet permitting or regulatory requirements, and can help reduce our costs. We therefore purchase local goods and services and employ local people whenever possible.

\$1.10B spent on local purchases in 2015.

The Local Procurement and Contracting Standard requires community relations and supply chain teams to develop local and regional suppliers and increase their access to supply opportunities. By integrating local suppliers into broader procurement systems, not only do we have the opportunity to help diversify local economies, but we also have the potential to lower costs for the goods and services we use at our mines.

Barrick also requires sites to develop plans to guide local employment efforts over the life of the mine. At these sites, the human resources teams develop and lead the local employment plan, supported by community relations teams. In general, these plans integrate recruitment and retention of local employees into the broader human resources approach. This includes an assessment of the skills and capabilities available in the local community, the development of recruitment and retention programs targeted specifically at local communities, guidance on helping address skills shortages, and the creation of a culturally-appropriate work environment.

To support the efforts of our procurement and human resources teams, Barrick has put in place a local content framework. The framework acts as a guide by outlining the steps to develop local employment and local procurement programs and reflect best international practice.

Local Content over the Life of Mine

Successful construction and operations are driven by the site planning for local employment and procurement as early as possible in the study phase. In the pre-feasibility stage, the site has enough information to develop a general plan and forecast for local employment and procurement. For example, our Alturas project — even though it is in very early stages — has already developed a local employment plan. Capacity building and training are an important focus in the study phase in order to take advantage of the significant opportunities that come during construction. Continued development and retention is a major focus during operations so that local employees and suppliers can take best advantage of long-term opportunities.

At some sites, Barrick Human Resources teams have identified a significant potential savings in employee costs if management positions are filled by locals and nationals as opposed to expatriates. As a result they have introduced a succession planning strategy that focuses on local employee job shadowing and training alongside expatriate managers.

Social Investment

Community development programs, when undertaken in collaboration with our contractors, communities, governments and civil society, lay the necessary foundation for strong and strategic partnerships – that is, partnerships that can both generate long-term, sustainable benefits for local communities and address social risks.

\$37.8 million spent on Community Investments in 2015.

Barrick's community development programs are designed to fulfil social obligations; mitigate social impacts and social risks; and support community priorities. Our community development activities are also planned with closure in mind.

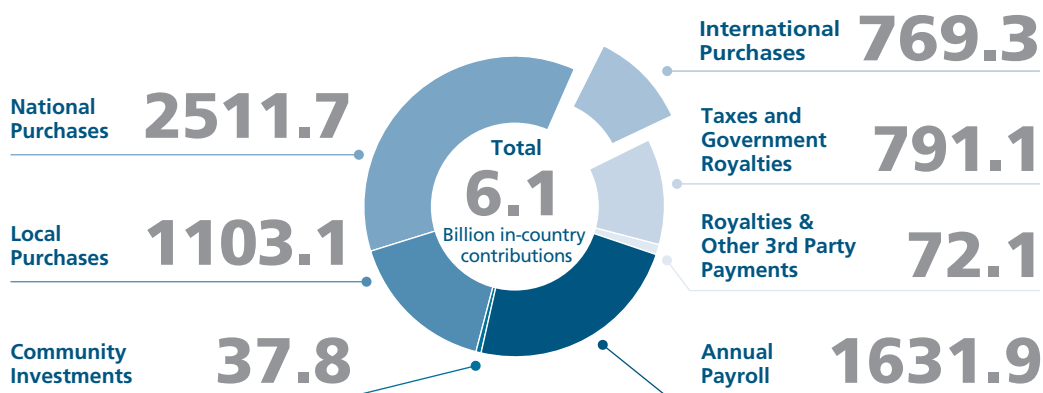
965 Scholarships provided in 2015.

We take a partnership approach to our community investments. This means knowing what matters to our partners – including communities, governments, NGOs, and others – and

reflecting those interests in whatever we do. It also means clearly defining roles, responsibilities and resources, and spelling these out in Memoranda of Understanding (MoUs). Below are several examples of recent partnerships:

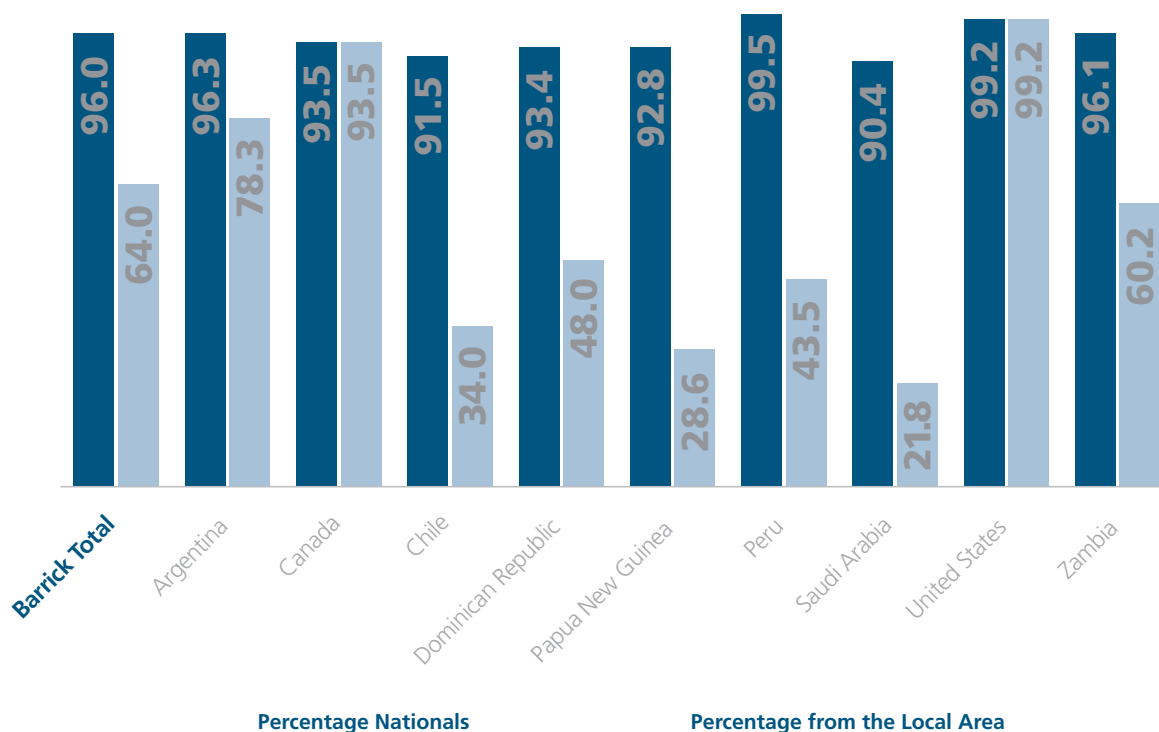
- In San Juan Province in Argentina, near the Veladero mine and Pascua-Lama project, Barrick has partnered with Silver Wheaton, a silver streaming company, and local water users to develop drip irrigation projects to help increase agricultural yields.
- Near the Pueblo Viejo operation in the Dominican Republic, Barrick has partnered with the NGOs One Laptop per Child and Zamora Terán Foundation to provide a modern education and improve educational outcomes in six schools near the mine and the power plant. Barrick has provided more than 700 laptops pre-loaded with educational applications to students and teachers at the schools. We have also hosted workshops with teachers and principals to provide training on how to incorporate the applications and technology into their classrooms. The site social responsibility teams have also worked with the parents to help them actively participate in their children's education, monitor the use of the laptops and help their children with their homework. Students' cognitive skills in logical thinking, problem solving, creativity, and other skills are being tested throughout the program to help measure the progress being made through the initiative.
- Following the 2015 floods near our Pascua-Lama project in Chile, we implemented a Social Investment Fund. The Fund is a collaborative effort between business and

Total Economic Contribution – 2015
(in million US\$)



National and Local Employment – 2015

Percent



community, with the aim of supporting the social and economic recovery of the affected areas near the Pascua-Lama project.

- The Lumwana Development Trust Fund at our mine in Zambia supports infrastructure projects identified by a committee consisting of local traditional leaders, government and mine management. The cost of identified projects is shared, with the mine, contributing 75 percent, and the balance covered by local communities.
- In Peru, Barrick is working with the Ancash Regional government to strengthen the capacity of the regional health authority in a project financed by Japan and administered by the Inter-American Development Bank. By supporting local government officials and health institutions, the aim of the program is to achieve better health and food security in children under five and pregnant mothers in the district.

- Barrick joined with the Friends of the British Council in the U.S. to offer its "Active Citizens" program to Western Shoshone communities in Nevada. The program teaches participants leadership and project management skills, empowering them to build trust and understanding and lead sustainable development efforts in their communities.

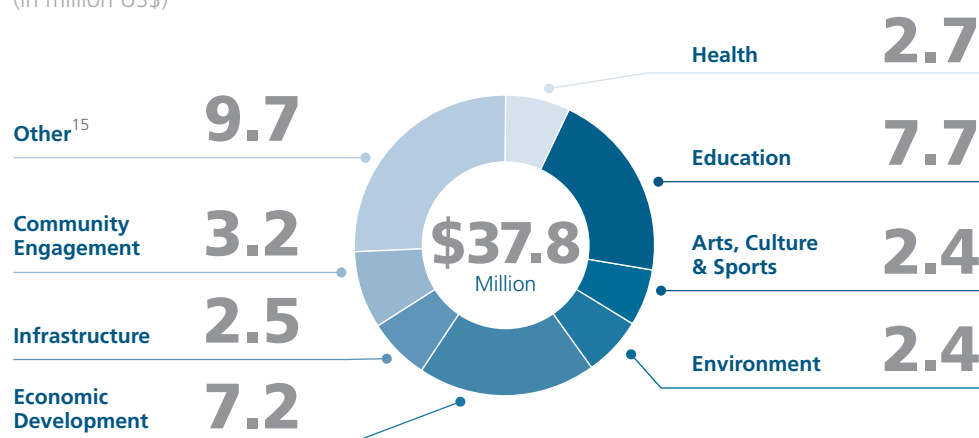
[LINK](#)

Taxes and Royalties

The tax and royalty payments Barrick makes to national and sub-national governments are a significant source of revenue. At Barrick, we see these payments not as costs but as important investments in the countries where we operate. This revenue can help governments build infrastructure and fund social programs, driving both their economic growth and social development, as well as contributing to our license to operate.

We publicly report on these payments as part of our commitment to transparency and as a signatory to the Extractive Industries Transparency Initiative (EITI).

Community Investments – 2015 (in million US\$)



As we have operations and projects in nine countries, we are accordingly subject to various tax regimes. The taxes we pay can be affected by a number of factors on an annual basis, including debt repayment, changes in tax rates, mining allowances, foreign currency exchange rates, and changes in the tax laws.

TAXES AND GOVERNMENT ROYALTIES PAID	2015
Barrick Total	\$791,087,548
Argentina	\$52,935,429
Australia	\$38,597,000
Canada	\$8,551,971
Chile	\$21,900,072
Dominican Republic	\$213,049,649
Papua New Guinea	\$15,474,441
Peru	\$125,207,578
Saudi Arabia	\$82,589
United States	\$174,447,879
Zambia	\$140,840,941

Indirect Impacts

Indirect economic impacts are the result of the interactions we have with stakeholders and are an important part of our economic contribution. While difficult to precisely quantify, they include the impacts of our employees, our contractors and the employees of our supplier industries spending their wages and salaries. They also reflect economic impacts associated with improvements in community health and livelihoods (e.g.

access to clean water, medical support and education facilities). A 2012 study by the World Gold Council in Peru found that a multiplier of 1.9 to 3.8 could be factored into mining's contribution to a country's gross domestic product. The same study identified a 1.9 employment multiplier. This means that every job we create at one of our Peruvian mines, for example, contributes to an additional 1.9 jobs in Peru.

Land Acquisition and Resettlement

At times, the construction or expansion of a mine may require land acquisition and, in some cases, resettlement of local communities. This can entail the physical displacement of people and a disruption of their livelihoods.

Barrick seeks to avoid resettlement whenever we can by exploring alternative project designs.

At Barrick we recognize that poorly planned and managed land acquisition, including physical resettlement and economic displacement, can adversely impact communities and our relationships with them. When resettlement cannot be avoided, Barrick's community relations teams work together with affected households, communities and host governments to manage resettlement in a manner consistent with local laws and international best practice. Effectively managing the impacts and risks where displacement is unavoidable will limit negative outcomes, ensure we respect human rights, and support our license to operate.

¹⁵ Includes payments to social investment funds in Peru.

Our Approach

Our approach to resettlement is managed by our Community Relations Management System (CRMS) and Community Relations Standard. Barrick has also developed a guidance note for sites contemplating resettlement to help them align with best practice.

When faced with resettlement, sites are required to develop a Resettlement Action Plan (RAP). RAPs are developed with input from the affected communities and local authorities. A comprehensive RAP includes an entitlement framework, comprehensive compensation standards, livelihoods development programs, and ongoing monitoring and evaluation. These activities, complemented by continuous engagement, help us to deliver on our commitment to improve or, at least, restore the livelihoods and living standards of displaced families and communities.

In 2015, Barrick did not engage in any resettlement activities.

Porgera Joint Venture

Relocation programs have been a constant element at the Porgera Joint Venture (PJV) since the mine began operations, in order to ensure households are safely relocated away from the active mine area.

During the early stage of the mine's life, landowners preferred moving close to, or where possible, within their existing customary land. Since commencing operations, the Special Mining Lease (SML) has experienced significant in-migration and population growth, to the point where a relocation approach that enables continued occupation on the SML is no longer feasible.

In 2012-13 the company undertook a comprehensive strategic review of relocation activities, with the aim of assessing whether to develop an alternative and improved process. The review was undertaken over an 18-month period and involved engagement with various local landowners and other stakeholders, and consideration of international practices and standards with respect to relocation.

The key recommendation of the review was to pilot an "off SML Resettlement" framework at Porgera. The essential difference in the two approaches (relocation versus resettlement) will involve moving from a "relocation" compensation based process to a "livelihood" resettlement framework which aims to facilitate improved social and economic outcomes for relocated households and in doing so significantly reduce the likelihood of landowners gradually moving back to the SML, which has been a significant issue under more recent relocation programs at the mine. (Further details on the differences between relocation and resettlement are below).

The term "pilot" is important in contextualizing this recommendation, as a number of significant challenges were identified that may impede the project's successful implementation. Hence, the review recommends against attempting full-scale SML resettlement until such time as a pilot process of engagement, planning and implementation can be undertaken to determine and test the likelihood of successful resettlement.

The implementation of a resettlement project requires extensive consultation with a range of stakeholders, and in particular the landowners and PNG Government. As the pilot project is to proceed on the basis of a resettlement project incorporating both physical relocation and livelihood restoration, various issues and challenges will need to be collaboratively discussed with landowners and the PNG Government. Resettlement Committees established at the national, local and community levels will ensure consistent, transparent and broad dialogue throughout the development and implementation of the project.

In recognition of the various challenges and the need for extensive engagement with and support from various stakeholders, the Centre for Social Responsibility in Mining (CSRMI) recently completed an [independent assessment of the resettlement framework](#) evaluating its overall "do-ability" and "suitability" for use in the Porgera context.

The assessment report provided a detailed overview of the history of relocation at Porgera, the challenges of relocation and an opinion on the pilot resettlement frameworks "do-ability" and "suitability". The report concluded by highlighting 11 opinions on important matters for the key stakeholders to consider during the development and implementation of a resettlement approach.

A second phase of the CSRM work involves the establishment of an Independent Observer Panel, consisting of three persons, including a resettlement subject matter expert, an extractive industry professional and a Senior PNG National. The observers are to play an important role in:

- Reviewing and observing the pilot's ongoing planning, development and implementation;
- Considering the ability of stakeholders to work collaboratively through the various challenges;
- Developing independent public reports describing the pilot projects progress, challenges, successes and key learnings.

In light of the preceding, PJV's commitment to resettlement must be expressed in terms of a joint Government, Landowner and PJV commitment to resettlement. Such a commitment will be formalized in agreements that outline the specific roles and responsibilities of all parties as well as core principles of what is being agreed and mutually supported.

Indigenous Peoples

Indigenous Peoples often have profound and special connections to the environment where Barrick operates. These connections are tied to their physical, spiritual, cultural, and economic well-being.

Considering the values, needs, and concerns of Indigenous Peoples in site activities is fundamental to our partnership approach and the way we do business. Doing so can support the development of long term, mutually beneficial relationships with Indigenous Peoples affected by our activities. Partnerships with Indigenous Peoples can contribute to more sustainable land management, and a stable operating environment.

In October 2015, a memorandum of understanding was signed with the Métis Nation of Ontario, to establish a mutually beneficial, cooperative and productive and ongoing working relationship between the Hemlo mine and the Metis Nation of Ontario.

Our Approach

All sites where Indigenous Peoples have rights over or special connections to the land where mining-related activities are located are required to develop and implement an Indigenous Peoples Plan that outlines specific actions to engage, address impacts and provide opportunities to Indigenous Peoples.

In May 2013, the ICMM Council of CEOs approved an Indigenous Peoples and Mining Position Statement. It articulates a progressive set of commitments that applies to all ICMM member companies, most notably a commitment to work towards obtaining the consent, as defined by the ICMM Position Statement, of Indigenous Peoples "for new projects (and changes to existing projects) that are located on lands traditionally owned by or under customary use of Indigenous Peoples and are likely to have significant adverse impacts on Indigenous Peoples". The commitments in the position statement come into effect for new projects or major expansions in May 2015.

New projects and significant expansions of operations located on lands traditionally owned by, or under the customary rights of Indigenous Peoples must align their activities with the ICMM Position Statement. Barrick sites must also develop and implement an Indigenous Peoples Plan that outlines specific actions to engage, address impacts and provide opportunities to Indigenous Peoples. As a company, Barrick has committed to work towards obtaining consent from significantly impacted Indigenous Peoples for new projects and major changes to existing projects, aligned with the ICMM Position Statement.

Four of Barrick's operations are located near the traditional territories of Indigenous Peoples. All of these sites have formal agreements with the communities.

In addition, three of Barrick's projects are located near Indigenous Peoples' territories. We have had agreements with these communities, including an agreement with the Colla community for a review of the Cerro Casale ESIA and a Memorandum of Understanding with the Diaguita signed in April 2014 for the Pascua-Lama Project.

Western Shoshone in Nevada

Most of Barrick's mining operations in northern Nevada exist within what was the traditional territory of the Western Shoshone people.

While ownership of nearly all of this traditional territory now resides with the United States government, Barrick has committed to ensuring that the Western Shoshone tribes and bands that are located near our operations realize long term benefits from the development of mineral resources on these lands. For this reason, Barrick entered into a "Collaborative Agreement" with a group of Western Shoshone Tribes and Bands. The Collaborative Agreement is aimed at maintaining regular, on-going engagement between Barrick and these Western Shoshone communities and sharing a spectrum of benefits derived from Barrick's operations with this important stakeholder group.

Collaborative Agreement

The Collaborative Agreement between Barrick and the leaders of four Western Shoshone Tribes (Duckwater, Ely, Yomba and Duck Valley) was signed in 2008. The South Fork and Wells Bands of the Te-Moak Tribe subsequently signed in 2011, the Elko Band signed in 2012, and the Te-Moak Tribe signed in 2013. While the Battle Mountain Band has not yet signed the Agreement, this community is included in virtually all of the Western Shoshone programs that Barrick implements or supports. All of the signatories agreed to an Update of the Agreement, which was finalized in 2014.

The Collaborative Agreement establishes a common vision of long-term engagement and collaboration between Barrick and the eight Western Shoshone communities near Barrick's Nevada operations. Under the Agreement, Barrick shares benefits with these communities through support of socio-economic development programs that benefit community members. The Agreement does not require signatory tribes and bands to give up their rights to challenge or oppose any of Barrick's current or proposed mining operations. Additionally, the Collaborative Agreement does not give Barrick any rights to exploration, development or operation of mineral deposits or mines, or access related to these activities. Barrick does not conduct any activities on tribally-owned lands in Nevada.

Ongoing Engagement

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

Western Shoshone Scholarship Foundation

The Collaborative Agreement established the Western Shoshone Scholarship Foundation, a registered non-profit foundation funded by regular donations derived from Barrick's Nevada operations. The foundation currently has assets of over \$4 million and funds higher-education scholarships for a large number of Western Shoshone students who attend universities and colleges throughout the United States. The Legacy Fund has granted more than \$2.3 million for over 1000 scholarships since it was established and will continue to serve future generations of Western Shoshone.

Western Shoshone Cultural Advisory Group (WSCAG)

Under the Collaborative Agreement, Western Shoshone communities and Barrick also established a cultural advisory group to provide input on early-stage mining projects and operations. The WSCAG is comprised of elders and members of the eight Western Shoshone communities and meets monthly. This group also acts as another forum for shared understanding between Barrick management and the Western Shoshone. As part of its work, the WSCAG has developed a Western Shoshone Cultural Awareness Training module and a program to provide this training to Barrick senior management. This training module is also being used as a basis for providing cultural awareness training to Barrick supervisors, superintendents and managers at our mine sites in Nevada.

Community Development Initiatives

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

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

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

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

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

Barrick supports traditional cultural activities undertaken by the communities. Barrick also supports Shoshone language programs in the communities, the teaching of traditional crafts such as cradle board and basket making, and traditional dancing and drumming groups.

Barrick entered into a partnership with the Friends of the British Council in 2014 to bring their internationally recognized **Active Citizens program** to its Western Shoshone partner communities. Developed internationally by the British Council, the UK's cultural relations organization, the program teaches participants leadership and project management skills, empowering them to build trust and understanding and spearhead sustainable development in their communities. To date, the program has trained 65 members of Barrick's Western Shoshone partner communities.

Shoshone Youth Language Apprenticeship Program (SYLAP)

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

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

The SYLAP program was awarded the 2013 William Demmert Cultural Freedom Award by the National Indian Education Association for the accomplishments of the program since its formalization in 2009.

Diaguita Communities

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

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

Memorandum of Understanding

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

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

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

On April 8, 2015, the Technical Committee of the MoU approved the final report and common diagnosis on the Pascua-Lama project. In April 2015, the company and the participating Diaguita communities (including two additional communities) executed a new Environmental and Social Collaboration Agreement (the "Collaboration Agreement"). This Collaboration Agreement established an environmental fund to further review specific aspects of the project of special relevance to the Diaguita people, including the glacier monitoring program, water management system, anthropological and archeological information, and ancestral territory. The Collaboration Agreement also established a social fund to contribute to the communities impacted by significant flooding that occurred in March 2015.

Our temporary suspension plan for Pascua-Lama received approval by the mining authorities in Chile and Argentina in late 2015. Our focus in 2016 will remain on reducing holding costs at the project, while advancing an optimized project plan. As

a consequence, the company terminated the Environmental and Social Collaborative Agreement as of September 30, 2015, although we continue to work with the Diaguita leaders to pursue a more long term agreement, taking into account the current state of the project.

First Nations and Métis Communities near Hemlo

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

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

Community Agreements

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

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

Environmental Monitoring

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

Alaskan Native Communities

The Donlin Gold project is located in rural Alaska, approximately 450 kilometers northwest of Anchorage.

There are nearly 70 distinct communities in the region surrounding the Donlin Gold project site and along the route of a proposed natural gas pipeline that would supply power to the mine. The project's community relations teams work to engage each of these communities to build and maintain strong working relationships as the project progresses through development. This engagement includes village meetings, tours of the Donlin Gold camp, and presentations to groups and individuals.

Ongoing Engagement

Donlin Gold has been recognized as an exemplary project in demonstrating best practice in stakeholder engagement from the earliest stage of the project. For many years, the Donlin Gold project team has conducted extensive meetings with community members from the 56 remote native villages in the Yukon-Kuskokwim (YK) region of southwestern Alaska and the 14 villages in the neighboring Doyon region.

The Donlin Gold project team has prioritized engaging with the local communities with due consideration for their language and culture. This includes:

- The majority of the Community Relations team members are Alaska Natives, two of whom speak Yup'ik;
- The project presentation is available in English and Yup'ik;
- The project summary booklet, which is distributed throughout the region, is available in English and Yup'ik.

This has been a tremendous benefit in explaining technical aspects of the project, such as tailings management and mercury controls, to rural native communities that may not be fluent in English.

A [project newsletter](#) is distributed every other month to thousands of stakeholders in the region and has been produced and disseminated widely since the early exploration phase in 2005. This newsletter provides stakeholders accessible information on the project's progress, responds to frequently asked questions and concerns of stakeholders, highlights community events and upcoming activities, and features local

employees or people from the region making a difference. The newsletter has also been an effective forum for conveying the company's values and commitment to community health and safety, environmental stewardship, cultural preservation, constructive community engagement, and the project team's commitment to the local communities of the region.

Donlin Gold has also made a concerted effort to prepare regulatory agencies for the permitting phase of the project by ensuring they have extensive information on the cultural history of the region. Yup'ik employees developed a glossary of Yup'ik mining terms which is being used by the third-party contractor working on the project's Environmental Impact Statement (EIS) for the U.S. Army Corps of Engineers (the lead permitting agency) and is also being used by the cooperating agencies as part of their public involvement efforts during the multi-year permitting process.

Health Impact Assessment

The Alaska Department of Health and Social Services is currently completing a Health Impact Assessment (HIA) in conjunction with the Donlin Gold Environmental Impact Statement (EIS). When completed, the HIA will be incorporated into the EIS and included as an appendix.

Cultural Heritage

At Donlin Gold in Alaska, the project team is dedicating significant resources to study the subsistence traditions and cultural heritage of the Yukon-Kuskokwim region, including funding Traditional Knowledge Harvest Surveys in conjunction with the State of Alaska Department of Fish and Game's Division of Subsistence.

The multi-phase study will last three years and include 24 communities. Phases 1 and 2 are complete. This research will provide baseline information about contemporary subsistence uses of fish, wildlife and plant resources, and traditional knowledge about these resources along the Kuskokwim and Yukon Rivers. Traditional knowledge documentation will focus on identifying what resources are harvested, and where and when they are harvested.

Systematic documentation of this information will help to address long-term data gaps in the Kuskokwim River area

regarding the role of wild resources in the lives of residents of the area. This information may also be used as part of the *National Environmental Policy Act* (NEPA) review of the proposed Donlin Gold project. Each community surveyed must have the approval of the local governing bodies before the research begins, and the community has the opportunity to review the data and analysis prior to finalization.

Donlin Gold is also supporting regional efforts for effectively managing subsistence resources. Over the last three years, the project has contributed \$60,000 to the Bering Sea Elders Advisory Group (BSEAG). Their mission is to enable the coastal tribes to fully participate in the federal fishery management process affecting their area, and to achieve policy outcomes that protect subsistence-use areas from bottom-trawling impacts, including habitat disruption, overharvesting, and salmon by-catch.

Community Safety

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

While our presence near these communities can have many positive impacts, including jobs, economic activity, training and improved infrastructure, it can also carry adverse impacts that may impact the safety of surrounding communities, including increased traffic. Safety is part of Barrick's culture and we are committed to reducing these impacts and ensuring the safety and security of local community members and our employees.

Our Approach

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

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

The number of accidents on the main highway near the Lumwana mine was reduced by 50% following the introduction of a community safety plan.

Safety Programs

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

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

Community Safety at Lumwana

One of the major impacts of the Lumwana mine is the increase in vehicular traffic in the local community. This has posed challenges to community members with regard to road safety. In response, and in accordance with the CRMS, Lumwana developed a Community Safety Plan. The Plan was developed in collaboration with key stakeholders such as the government, non-governmental organizations (NGOs) and local community leaders. It involved the carrying out of Formal Risk Assessments in which all the partners went through problems and identified opportunities and alternative courses of action. A Community Safety program is now in place through which community members are educated on road safety, trespassing and other issues through a local NGO, the Solwezi Empowerment Forum. Partly as a result of this plan, the number of accidents on the T5 road between Solwezi and Lumwana has been reduced by more than 50%.

In-Migration

Some economically disadvantaged people living in developing countries choose to move closer to large-scale mining operations, attracted by economic and social incentives, such as perceived opportunities for direct or indirect employment or increased accessibility and availability of basic services. It is extremely difficult to control this influx of people. The migrant population tends to concentrate in villages or towns in the immediate vicinity of the mining operation or project, resulting in crowding and often overwhelming the capacity of services in these communities. In-migration is of special concern at the Lumwana mine in Zambia and the Porgera joint venture in Papua New Guinea.

At the Lumwana mine in Zambia, Barrick has been working to manage and mitigate a significant influx of new people into nearby communities. Following an assessment of the drivers of in-migration, the site developed and implemented an Influx Management Plan. The plan includes a multi-stakeholder forum and capacity building for town planning; promotion of the increased presence of government and increased law and order; improved infrastructure, including access roads, water wells and functional bus stops; and the construction of a fence for the Manyama primary school. Key to these initiatives is that the plan is being implemented in partnership with the local government and local communities and is a part of the regional government's integrated development plan.

Artisanal Mining

Millions of people around the world maintain their livelihoods through artisanal and small-scale mining (ASM). Barrick has operations that are adjacent to thriving ASM communities, primarily in Papua New Guinea and Peru. The individuals and groups engaged in ASM near our operations are important local stakeholders, and we work with them towards a safer, healthier and more profitable relationship.

Our Approach

At Barrick, we have an opportunity to contribute to the social, economic, and institutional development of the communities in which we operate. ASM miners and their dependents

constitute a unique part of these communities. However, the presence of ASM operations sometimes involves significant challenges, including poor environmental, health, and safety practices; heightened security risks to neighboring communities and operations; child and forced labor; inequitable distribution of benefits in communities; and an illegal trade in minerals. Given these complexities, our approach is to support efforts to legitimize what is sometimes an illegal activity – often conducted in poor and unsafe working conditions – but which drives the local economy.

Papua New Guinea

There are small ASM mining groups near the Porgera Joint Venture (PJV) mine in Papua New Guinea. PJV has an interest in a mutually respectful and peaceful coexistence with these lawful artisanal and small-scale miners. However, since the mine began operating in 1990, there has been significant in-migration to the Porgera Valley. Continuation of illegal miners-focused engagement programs has been partially responsible for the dramatic reduction in late 2015 in the number of illegal miners present in the region.

Peru

It has been estimated that approximately 50,000 families are involved in ASM in Peru, most of them in rural areas, including the area near our Lagunas Norte mine. Historically, artisanal mining in Peru has often been unregulated.

As part of our community engagement activities, we supported the artisanal mining formalization process launched by the Peruvian government. The development and legalization of artisanal miners through this formalization process will provide access for the ASM community to credit and markets, along with safer working conditions.

To start this process, Barrick developed a socio-economic baseline with the ASM communities near Lagunas Norte and, in 2013, signed an Exploitation Agreement. Following extensive engagement with both the coal miners and the regional government, in 2015 the formalization process was concluded and the coal miners were granted certificates from the government for mining operations.

Illegal Mining

Illegal miners are people who enter a mine property without permission with the intention of stealing gold-bearing ore. This differs from **artisanal miners**, who generate income from labor-intensive mining activities, often alongside large-scale mining operations. Learn More in [Illegal Mining](#).

Mine Closure

All Barrick's mines have a finite operational life. We know that the closure of a mine can have significant social and economic impacts on nearby communities. Furthermore, improperly closed mines can create harmful environmental legacies.

Barrick currently manages 34 closed sites.

We have therefore developed a Mine Closure Management System (MCMS) to help plan for mine closure even before beginning construction of a new mine. We integrate this planning into our decision making by embedding closure considerations into both our Community Relations and Environmental Management Systems. Learn More in [Mine Closure](#).

7.2 Human Rights

We respect human rights wherever we do business and recognize the equality and dignity of the people with whom we interact every day. Respect for our stakeholders is part of our core values, which guide us in all we do.

We believe that responsible mining and economic development can and should improve the human rights of affected stakeholders, particularly in developing regions. When done responsibly, economic development is a contributor to a broad spectrum of human rights. Through employment and local procurement, development can directly help individuals enjoy the rights to work, food, property, an adequate standard of living, adequate housing and other key human rights.

In 2015, more than 22,500 hours of human rights training was conducted across the company.

Barrick operates mines in highly diverse social, economic and political contexts, including locations where human rights may not be fully recognized or respected. Wherever we operate, we will respect the human rights of all stakeholders impacted by our operations.

Our human rights approach operates with three key principles in mind.

In 2015, 1,800 employees and security personnel across our mine sites received training on human rights issues.

First, we seek to act responsibly and work to improve human rights in every location where we operate. That may be directly, through **employment**, creating a stable tax base, or **community engagement** and programs, or indirectly, by engaging with the State to fulfill its obligation to protect human rights.

Second, we acknowledge our responsibility to respect the human rights of stakeholders. We have developed a global **human rights compliance program** as well as management systems in salient areas that may impact human rights, which are designed to help the company, its suppliers, and others who may act in connection with its operations to meet that responsibility.

Third, where we cause or contribute to negative human rights impacts, we strive to remediate them fairly and effectively; where we are directly linked to negative human rights impacts through our value chain, we seek to consider and use our leverage to prevent or mitigate the adverse impact.

Our Commitment to Human Rights

Barrick's Human Rights Policy contains the underlying principle behind our human rights approach: Barrick will respect the human rights of all stakeholders impacted by our operations.

Our **Human Rights Policy** clearly states, "Barrick does not tolerate violations of human rights committed by its employees, affiliates, or any third parties acting on its behalf or related to any aspect of a Barrick operation."

The Policy is applicable to every employee of Barrick Gold Corporation or its subsidiaries, including senior executive and financial officers, and to members of the Barrick Board of Directors. The reporting requirement of this Policy is also applicable to Barrick's contractors and suppliers.¹⁵

To help meet our commitment, human rights considerations have been embedded into Barrick's values, governance frameworks and corporate management systems. From supply chain and human resources to security and community relations, Barrick considers our responsibility to respect human rights throughout the business. We have developed a human rights program that is robust and comprehensive, strives to be consistent with the **UN Guiding Principles (UNGPs)**, and is tailored to the issues and circumstances in every location we operate.

THREE PRINCIPLES GUIDE OUR HUMAN RIGHTS APPROACH:

- 1 We seek to act responsibly and work to improve human rights in every location where we operate
- 2 We acknowledge our responsibility to respect the human rights of stakeholders
- 3 Where we cause or contribute to negative human rights impacts, we strive to remediate them fairly and effectively

Our Approach

Barrick maintains a fundamental respect for the human rights of its employees and every individual and community affected by its operations. We will 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.

These are our core principles and values that guide us in our decisions and activities. They are the foundation of our **Code of Business Conduct and Ethics**, **Human Rights Policy**, and **Corporate Social Responsibility Charter**. These principles define who we are as a company and how we do business.

We strive at all times to be consistent with leading industry standards, including the **UN Guiding Principles on Business and Human Rights**.

In 2005, we became a signatory to the **UN Global Compact**. This initiative promotes corporate citizenship by directly involving business in tackling some of the major social and environmental challenges that arise from increasing globalization. The ten principles of the Global Compact are based on internationally recognized norms and conventions in four critical areas: Human Rights, Labor Standards, the Environment, and Anti-Corruption. By signing on to the Global Compact, Barrick signaled its commitment to integrate the ten principles into its culture, strategy, and day-to-day operations. We are active participants in Global Compact Working Groups and Initiatives, and since 2013, we have been on the Board of Directors of the Global Compact Network in Canada.

As a member of the **International Council on Mining and Metals (ICMM)**, we are committed to conducting business in accordance with that organization's **Sustainable Development Principles**. The Principles include a commitment to "uphold fundamental human rights and respect culture, customs, and values in dealing with employees and others who are affected by our activities." As part of this commitment, Barrick will:

¹⁵ The Policy is not applicable to Acacia or the Porgera Joint Venture, which maintain their own human rights policies, or to Jabil Sayid, and may not be applicable at other locations in which Barrick holds a significant interest but does not exercise operational control.

- Institute and implement appropriate policies and procedures to ensure that human rights are being fully respected;
- Promote human rights through engagement with host governments, local communities, civil society, and our employees and contractors;
- Engage with local stakeholders to understand the local context, mitigate the impacts of our operations and ensure human rights are respected;
- Support the investigation and appropriate remediation for human rights violations;
- Implement grievance mechanisms and whistleblower programs at all sites to allow effective reporting of human rights concerns, and protect all employees who report suspected human rights violations;
- Provide culturally appropriate human rights education, training, and guidance to all relevant staff.

Barrick has an active role in the [Voluntary Principles on Security and Human Rights](#) (VPs). After adhering for several years to the VPs, in 2010 we joined the Initiative, providing a forum for us to engage with leading NGOs, companies, and governments in areas related to security and human rights. Barrick rejoined the Steering committee in 2016.

Barrick engages Bureau Veritas and Avanzar to conduct [independent assurance](#) activities to verify that we comply with those principles.

Human Rights Policy

Our global [Human Rights Policy](#) contains the philosophical premise behind our human rights approach: that we will respect the human rights of all stakeholders impacted by our operations. It clearly states, “Barrick does not tolerate violations of human rights committed by its employees, affiliates, or any third parties acting on its behalf or related to any aspect of a Barrick operation.” This means that the Human Rights Policy is applicable to every employee of Barrick Gold Corporation or its subsidiaries, including senior executive and financial officers, and to members of the Barrick Board of Directors. The reporting requirement of this Policy is also applicable to Barrick’s contractors and suppliers.¹⁶ It further declares that under the Policy, a human right is one recognized by the International Bill of Human Rights, and mandates adherence

to the [International Labor Organization’s Declaration on Fundamental Principles and Rights at Work](#).

The Policy contains numerous specific requirements, including: training of employees and third parties; due diligence for employees, suppliers and sites; contract provisions regarding human rights; investigations of allegations; and remediation. In addition, the Policy is supported by and incorporates area-specific policies, and multiple procedures and standards. These include: the [Supplier Code of Ethics \(PDF\)](#), the [Policy with Respect to the Declaration of Fundamental Principles and Rights at Work \(PDF\)](#), the [Security Management System \(PDF\)](#), the [Community Relations Management System](#), the [Anti-Bribery and Anti-Corruption Policy \(PDF\)](#), the [Safety and Health Management System \(PDF\)](#), the [Environmental Management System](#), as well as procedures related to reporting, escalating, and investigating human rights allegations.

Voluntary Memberships, Codes, Initiatives & Partnerships

Barrick’s commitment to respect human rights encompasses a range of economic, social and environmental issues. We have adopted a number of voluntary codes and initiatives, and have become a participating member of various associations and organizations that advance a social and environmental responsibility agenda.

Signatory

- UN Global Compact (2005)
- International Cyanide Management Code for the Manufacture, Transport and Use of Cyanide in the Production of Gold (2005)
- Extractive Industries Transparency Initiative (2006)

Member

- International Council on Mining & Metals – Sustainable Development Principles (2006)
- BSR Human Rights Working Group (2012)
- UN Global Compact Human Rights and Labor Working Group (2013)
- UN Global Compact Supply Chain and Sustainability Working Group (2014)

¹⁶ The Policy is not applicable to Acacia or the Porgera Joint Venture, which maintain their own human rights policies, or to Jabil Sayid, and may not be applicable at other locations in which Barrick holds a significant interest but does not exercise operational control.

- International Code of Conduct Association for Private Security Providers (formal observers, 2015)

Board/Steering Committee Member/Participant

- Voluntary Principles on Security and Human Rights Initiative (2010)
- Global Compact Network Canada (2013)
- UN Global Compact Business For Peace Initiative (2013)
- ABA Advisory Committee on Human Rights (2015)
- Expert participant in the Centre for Excellence for Anti-Corruption (2015)

Supporter/Partner/Adoptee

- Transparency International – Canada (2006)

Our Progress

- **Understanding our impacts:** As part of our global human rights compliance program, in 2015, Avanzar conducted a human rights assessment at the Pueblo Viejo mine in the Dominican Republic. The assessment identified several areas of potential negative human rights impacts, including in relation to monitoring contractor working conditions and their compliance with domestic labour laws and international standards, gaps in noise monitoring by the site, impacts on a local river, and sexual harassment. The assessment also identified steps the site has taken to address these and previously identified risks, which include:
 - » Due diligence, including human rights-related due diligence, on new and renewing vendors, and self-certification of Barrick's Supplier Code of Ethics
 - » Investigations and audits of contractors where complaints are lodged (including complaints by contractor employees)
 - » Dismissing contractors who fail to comply with our policies or the law
 - » A risk assessment in the supply chain
 - » Environmental monitoring, along with policies, procedures and a management system that includes audits and assessments
 - » Enhanced human resources policies, procedures and training related to sexual harassment and discrimination more generally
- **Continued focus on training:** More than 6,300 Barrick employees received online human rights training in 2015. In addition, more than 1,400 security personnel received focused human rights training comprising more than 10 hours of instruction per person. As a result, in 2015 more than 22,500 hours of human rights training was conducted across the company.
- **Emphasis on continuous learning:** We commissioned an **independent assessment** of the Porgera Remedy Framework in 2015 and made that report public. Our intention was to provide durable lessons for ourselves, as well as other businesses and stakeholders, with respect to operational-level grievance mechanisms.
- **Working across the business:** We took a number of steps in 2015 to help further embed respect for human rights across our business.
 - » Updated company policies and procedures, including our Human Rights Policy, Remediation Guidelines and Escalation Policy, to further reflect alignment with the UN Guiding Principles (UNGPs) on Business and Human Rights
 - » Developed and implemented a new case management system for tracking human rights allegations;
 - » Facilitated an online process for reporting and obtaining updates to human rights grievances;
 - » Improved human rights requirements for employee and vendor onboarding and due diligence policies and procedures (see **Supply Chain**)
 - » Improved our Supplier Code of Ethics by enhancing our approach to track, monitor, and assess code of conduct cases (including human rights).
- **Security and human rights:** In 2015, we also took a number of steps to further embed human rights into our security practices:
 - » Completed seven audits across security-related subject areas.
 - » Signed an MoU with police near the Pueblo Viejo mine in the Dominican Republic. Following the MoU, we conducted training in the Voluntary Principles, human rights and use of force for more than 550 police officers, military personnel, contractors and members of the local community.

- » Participated in a number of working groups at the Voluntary Principles (VPs) including the Verification Working Group, which works to develop verification/assurance processes; Governance Review Working Group, which seeks to identify ways to improve the governance of the VPs; and the Outreach and Implementation Working Group. Barrick is also involved in revising the reporting guidelines.
- » Barrick led the working group at the UN Global Compact Network Canada (GCNC) for, and were the primary authors of, an assurance protocol for implementing the VPs. Barrick is on the Steering Committee for the Business for Peace initiative that rolled out the protocol to UN Global Compact members via the UN Business for Peace platform.

Priorities in 2016

- In line with Barrick's decentralized operational approach, our program is now focused on integrating human rights commitments more deeply into our day-to-day procedures and processes – across our workforce, functional departments and mine sites – with the goal of making sure that human rights responsibilities are truly “owned” on a local basis.
- Barrick will work to further refine our approach to third-party due diligence.
- Barrick will continue our efforts in support of the VPs in 2016. This will include supporting the Government of Canada in its incoming chairmanship of the VPs; rejoining the Steering Committee of the Voluntary Principles Initiative; and assisting MAC in developing VP requirement for members.
- We will continue to update relevant human rights guidelines and policies. This will include work to enhance sexual harassment training and programs, as we consider it a salient risk.
- The company will conduct follow-up human rights assessments at four locations in 2016.
- We are working to develop protocols to help drive respect for human rights at joint ventures and entities Barrick does not majority own and/or operate.

Human Rights Compliance Program

Barrick has put in place a **human rights compliance program** to operationalize our corporate policies and help us meet our commitment to respect human rights everywhere we operate.

The **compliance program** applies on a global basis to all of our employees and Barrick-operated sites and is grounded primarily in helping instill our corporate values at all locations at all times.

More than 6,300 Barrick employees received online human rights training in 2015.

The elements of the program include trainings, onboarding and oversight of employees and third parties, operational due diligence, grievance mechanisms, and remediation approaches, among other components. The program also incorporates aspects of salient functional unit management systems to so that human rights are operationalized throughout the organization.

The program was launched in 2011 and continues to evolve and grow. During 2012 and 2013, we focused on developing a framework of strong human rights policy commitments and assessing and remediating existing negative human rights impacts. In 2014 and 2015, Barrick further decentralized its operational approach, and our program has focused on integrating human rights commitments more deeply into our day-to-day procedures and processes – across our workforce, functional departments and mine sites – with the goal of making sure that human rights responsibilities are truly “owned” on a local basis consistent with the new business model. That effort will continue in 2016 as we develop approaches to extend to relevant aspects of our program to those entities in which Barrick is not the majority owner and/or operator.

In 2015, Avanzar, an independent human rights consulting organization, conducted a human rights assessment at the Pueblo Viejo mine in the Dominican Republic. This was the second human rights assessment at Pueblo Viejo.

Accountability & Governance

Based on the belief that human rights reflect a set of international legal rights, and consistent with Principle 23 (c) of the [Guiding Principles on Business and Human Rights](#), our Office of the General Counsel (OGC) currently provides general oversight of the human rights program. However, the program is primarily implemented on a local basis, where accountability for conduct consistent with our human rights requirements also rests. The program seeks to be consistent with leading international standards, including the UN Guiding Principles.

Barrick strives to comply with our human rights obligations by approaching human rights as a form of governance. Specifically, we believe that every functional unit, office, and site plays a role in our respecting human rights. Under our program, the OGC works with relevant internal groups and local operating units to help them consider international human rights norms in their conduct, and in developing policies, procedures and management systems. In this way, we try to operationalize human rights in ways most relevant to each area of the business, and maximize the manner in which human rights are integrated into our daily practices. These policies are reinforced through training programs, visible management support, third-party due diligence, external assurance, and a disciplinary approach that does not tolerate human rights violations.

Through this approach, Barrick seeks to carry out its commitment to employ a workforce that respects human rights and is trained to recognize and report human rights violations. We are also committed to providing equal opportunity and freedom from discrimination for employees, working to eliminate all forms of forced and compulsory labor, and supporting the effective abolition of child labor.

Formal corporate oversight of the program begins at the Board of Directors. The Corporate Responsibility Committee of the Board of Directors, composed of four independent board members, includes within its mandate oversight of the human rights program. The OGC provides an update on the human rights program to the Corporate Responsibility Committee of the Board each quarter.

Barrick also has a Business Plan Review (BPR) meeting every week, a reporting session that includes corporate functional units and sites. The BPRs are overseen by Barrick's President

and Chief Operating Officer. Once per month, at the BPR the OGC reports on how the human rights program is progressing against its relevant goals and on issues that might prevent the program from achieving its objectives. Each site and advanced project also must report in the BPR on license to operate issues, which are defined to include the human rights program. The BPRs provide a transparent approach to identifying progress, challenges and concerns, including with respect to human rights, which can be understood and addressed by the executive senior leadership.

In 2012, we also established a Corporate Social Responsibility Advisory Board to provide Barrick's senior executives with external advice and guidance on emerging CSR issues and trends and feedback on our performance. The board includes highly respected figures from different disciplines: Aron Cramer, Robert Fowler, and Gare Smith, with John Ruggie serving as a special consultant. Chaired by Barrick's President, the board convenes twice per year, and as part of its mandate it receives updates on issues related to human rights matters at Barrick. Advisory Board member biographies and Advisory Board meeting summaries are available [here](#).

Assessing Impacts on Human Rights

Assurance and verification are important tools to help Barrick operate its human rights program effectively. Given Barrick's size and the diverse locales in which it operates, no single process can provide a full picture of the company's human rights impacts at any given location, much less around the world. We therefore take a holistic approach to gaining a robust view of our overall human rights footprint. We conduct a variety of internal and external audit and assurance activities regarding the human rights program. The results are examined over a multi-year period, to identify trends and changes. We also consider the findings in conjunction with information generated by other processes, such as through our enterprise risk management process, internal audits, grievances, hotline reports, our third-party annual social assurance process and community engagement programs, engagements with internal and external stakeholders, and our investigations into incidents.

Human Rights Assessment Methodology

One of the cornerstones of our assessment efforts is an independent, stand-alone human rights assessment program for Barrick-operated properties. The assessments are conducted by

Avanzar, a highly respected independent consulting organization that focuses on human rights-related assessments. Avanzar assesses the actual, potential, and perceived human rights risks and impacts at every high-risk Barrick operation and advanced project. Avanzar assures its independence by not providing implementation guidance or ongoing advice, or otherwise engaging in activities in which it might assure work that it performs. Fund for Peace, a well-regarded NGO that works to prevent conflict and human rights abuses, has served as an external and independent advisor to the company in this project. Their role has included reviewing and editing the assessment tool being used, providing guidance on the assessment plan, reviewing the reports, and discussing follow-up priorities. Professor John Ruggie, former UN Secretary General Special Representative for Business and Human Rights, may also provide advice and guidance on discrete issues associated with the assessments. Finally, several years ago, we developed a partnership with the Danish Institute for Human Rights, from which we have received detailed assessments of applicable country-level laws and the extent to which those laws are implemented, which has further informed our assessment approach in the locations in which we operate. Those assessments are available at [Human Rights and Business Country Guide](#).

The third-party assessments of Barrick-operated properties are conducted in reference to an assessment tool that covers dozens of individual human rights and hundreds of individual indicators. The tool is far more extensive than any commercial tool currently available. The tool focuses on seven categories, reflecting the most significant inherent risks of negative human rights impacts that we and Avanzar have identified. We have identified those risks through the holistic process for assessing our human rights footprint identified above. That process includes examining country-level risks and impacts, and reviewing issues and incidents that other extractive companies have faced locally and globally. These inherent risks are common for large mining companies, and are:

(1) labor and working conditions; (2) indigenous peoples; (3) economic, social and cultural rights; (4) environment and health and safety; (5) land rights; (6) security; and (7) anti-corruption. Issues related to supply chain, third parties, and vulnerable peoples also are embedded throughout these seven categories.

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

After information is gathered and assessed against the tool, the OGC shares a draft report with the external independent reviewer, and then with local management and relevant functional unit employees who may be involved managing salient issues. Those comments are then reviewed and integrated, and the OGC issues a final report and proposed action plan. The proposed action plan is then reviewed, adjusted and adopted by local management and other relevant personnel, who may be involved managing the pertinent issues. Once finalized, the process calls for action plan items to be included in a data system that automatically follows up with the assigned personnel to create accountability for executing the plan.

Presentations on the reviews and follow-up are reported on a monthly basis during business plan review (BPR) sessions with senior company leaders, and quarterly to the Corporate Responsibility Committee of the Board of Directors. Responses and feedback to issues and concerns identified by local external stakeholders are most often addressed by community relations personnel, management, and others at each individual site. To the extent tensions arise between preventing mitigating impacts and other business objectives, those tensions may be resolved through dialogue at the Board Committee level, during the BPRs or special action reviews (SARs) that may follow BPR sessions, or in discussions between the OGC and relevant business units.

At this point in the human rights assessment program (mid 2016), all high- and medium-risk sites operated by Barrick have been assessed at least once and the highest-risk operations have been assessed more than once.

Integrated Approach

Our human rights assessment program is distinguished from one-time “stand-alone” assessments, such as predictive assessments conducted during the feasibility and pre-feasibility stages of a project, and functional unit management system assessments designed to ensure compliance with policies and procedures at mine sites. However, consistent with our holistic approach, we seek to create synergies with other assessments that relate to human rights, to help identify most accurately and effectively our human rights impacts and risks. Our compliance with the Voluntary Principles, for instance, is assessed regularly through multiple review channels, with the outcomes considered by the company and Avanzar. Internal assurance work for functional areas whose activities present salient human rights risks, including community relations, health, safety, and environment, also occur regularly.

2015 Assessment Program

In 2015, Avanzar conducted a human rights assessment at the Pueblo Viejo mine, in the Dominican Republic (a high risk site). As in prior years, the assessment was conducted simultaneously with, and to some extent in conjunction with, internal Community, Health and Safety, Environment, and Security audits, which were conducted by auditors from the corporate office.

The assessment identified several areas of potential negative human rights impacts, including in relation to monitoring contractor working conditions and their compliance with domestic labour laws and international standards, gaps in noise monitoring by the site, impacts on a local river, and sexual harassment. The assessment also identified steps the site has been taking to address, mitigate and prevent these and previously identified risks, which include:

- Due diligence, including human rights-related due diligence, on new and renewing vendors, and self-certification of Barrick's Supplier Code of Ethics
- Investigations and audits of contractors where complaints are lodged (including complaints by contractor employees)

- Dismissing contractors who fail to comply with our policies or the law
- A risk assessment in the supply chain
- Environmental monitoring, along with policies, procedures and a management system that includes audits and assessments
- Enhanced human resources policies, procedures and trainings related to sexual harassment and discrimination more generally

Global Human Rights Impacts

On a global basis, we have identified seven human rights with the greatest potential to be negatively impacted, whether caused or contributed to by, or directly linked to, Barrick's operations. In consultation with key stakeholders and as a result of our internal risk identification procedures and third party assessments, we have identified the following salient risks: the Right to a Healthy Environment, the Right to Water, the Right to Just and Favorable Conditions of Work, the Right to an Adequate Standard of Living, the Right to Adequate Health, the Right to Life, Liberty, and Security of Person, the Right to Property, and the Right to a Safe Working Environment. In addition, assessment findings from past years (some of which relate to sites Barrick no longer operates) have included those related to impacts on the quality and quantity of water, community awareness of environmental risks and impacts, use of force by security personnel, negative impacts related to in-migration at certain locations, contractors and suppliers (including their awareness of site grievance mechanisms and their respect for the rights of workers to form unions), unequal treatment between nationals and expatriates, and industrial hygiene programs. Overall, for the sites Barrick presently operates, the negative risks and impacts identified in 2015 and prior years do not seem to indicate broader policy or procedural weaknesses, but rather isolated implementation issues and issues arising from in-migration at several locations.

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

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

- Automating corrective action plans so that appropriate personnel receive timely notifications if the action plans are delayed;
- Strengthening the supplier due diligence programs and onboarding process;
- Enhancing awareness and trust in the implementation of site grievance mechanisms;
- Providing human rights training for grievance officers;
- Conducting certain health impact assessments;
- Continuing a partnership with the White Ribbon Campaign to address gender-based violence at our mine sites;
- Providing third-party training for public security forces;
- Working with international partners to help strengthen the judicial system;
- Increasing the use of alternative screening methods during employment onboarding;
- Improvements to the training of security guards in ways that include a stepped up use of scenarios;
- Strengthening the culture of whistle blowing, transparency, and responsibility;
- Improving the approach of the Community, Health, Environment, Safety, Security (CHESS) assurance work related to health and safety.

Human Rights Education & Training

The tone from the top matters when it comes to deepening a culture of respect for human rights and compliance. Executive management seeks to reinforce the importance of respecting human rights by championing the human rights compliance program, and ethical behavior more generally through different avenues, such as executive addresses, town hall meetings, and global emails. Senior managers have introduced and attended training sessions, and we use internal avenues – newsletters, flyers, posters, and social media – to discuss different aspects of our human rights program on a regular basis.

We attempt to begin educating employees on our human rights approach before employment begins, including references to our Human Rights Policy in job applications, and conducting due diligence and vetting, including through asking questions related to human rights issues on our global employment questionnaires. Employees in positions where human rights risks may be most prevalent, such as security, receive heightened vetting and due diligence. New Barrick employees also will have human rights clauses built into their contracts and offer letters and are to receive basic human rights training as part of their onboarding process. All security personnel are trained on human rights policies and procedures.

SALIENT RISK	MITIGATION MEASURES INCLUDE
Right to a Healthy Environment, Right to Adequate Health	Enhanced monitoring and communication with local communities around environmental impacts
Right to Water	Participatory water monitoring activities, working with government to increase access to water
Right to Just and Favorable Conditions of Work	Focused efforts on contractor employment processes
Right to Life, Liberty and Security of Person	Improvements to the training of security guards in ways that include a stepped up use of scenarios; providing third-party training for public security forces; continuing a partnership with the White Ribbon Campaign to address gender-based violence at our mine sites
Right to Property	Implementation of resettlement programs
Right to a Safe Working Environment	Improving the approach of the Community, Health, Environment, Safety, Security (CHESS) assurance work related to health and safety

A summary report of the 2012, 2013, and 2014 assessments, which contains more detail about Barrick's past assessments, is available by request to s.jimenez@barrick.com.

In 2014, the OGC created a *Guidance for Employee Mapping*, a document that helps sites identify employees who may be more exposed to certain human rights risks and who should receive enhanced, in-person human rights training on an annual basis. Certain employees are required to sign annual certifications stating that they are not aware of potential unreported human rights violations and that they will abide by Barrick's Human Rights Policy. We also developed "train the trainer" materials in 2011 and have held numerous workshops that allow regional and mine-site employees to deliver effective human rights training in their areas.

Finally, Barrick's online Code of Conduct training includes a dedicated human rights component.

Training is targeted to ensure functional groups, such as security, receive more extensive training in areas where human rights risks are found to be present. For certain functional areas, such as security and community relations, Barrick tracks the effectiveness of this training through internal assurance processes and other means.

More than 6,300 Barrick employees received online human rights training in 2015, comprising approximately 6,300 hours of training. In addition, more than 1,400 security personnel (100% of security employees) received dedicated, live human rights training comprising more than 10 hours of instruction. As a result, in 2015 more than 22,500 hours of human rights training was conducted across the company.

Increasing Stakeholder Awareness

Barrick has pledged to be transparent about its human rights program. We continue working to improve external awareness of our performance through updates to our website, in our annual Responsibility Reports, in presentations at conferences and workshops, in multi-stakeholder initiatives, and in specific communications with impacted and interested stakeholders.

Examples of these communications include:

- Distributing booklets regarding human rights to local community members and government entities;

- Performing community surveys on violence to gain feedback on how to improve security arrangements;
- Engaging public officials and community authorities on how to promote respect for law and order, reduce conflict, enhance and strengthen justice service delivery;
- Providing education on the impacts of land purchase and sales;
- Presenting on our programs at business and human rights conferences;
- Sharing information during business and human rights working groups and roundtables;
- Participating in industry and multi-stakeholder initiatives;
- Including key aspects of our human rights performance in our Responsibility Report;
- Publishing updates on key aspects of our program through reports and other materials;
- Engaging with external stakeholders in response to specific questions and concerns.

Security & Human Rights

Barrick has developed a comprehensive [Security Policy \(PDF\)](#) and [Security Management System \(PDF\)](#) designed in significant part to respect human rights while protecting persons and property associated with our mines. On a global level, as with many other extractive companies, we consider security-related human rights impacts to be among our most salient risks.

The VPs guide and dictate our overall approach to the provision of security on a global basis. That includes our engagement with host nation military and police representatives who provide external security and response assistance, as well as private security providers, reinforcing human rights principles in contractual requirements. The Voluntary Principles also help our formulation of guidelines and training on the use of force. In geopolitically complex regions, Barrick's security personnel receive mandatory human rights training and training in the requirements of the Voluntary Principles. From 2012 to 2014, Barrick was a board member of the Voluntary Principles Initiative. The company rejoined the Steering Committee in 2016.

For more information about Barrick's in-depth approach to security and our use of the Voluntary Principles, see [Security](#).

Suppliers & Human Rights

Barrick expects consistently ethical behavior from our suppliers and contractors. We strive to do business only with those third parties who share our respect for human rights and seek to educate potential suppliers on our human rights expectations before we enter into a relationship with them. We include human rights due diligence as part of our global onboarding standard for third party vendors, and request that suppliers abide by the [Barrick Supplier Code of Ethics](#), which incorporates many elements of Barrick's Human Rights Policy. Where we determine it is appropriate, we conduct enhanced due diligence on prospective suppliers related to human rights and have developed extensive materials to conduct due diligence using a variety of methods.

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

For more information about Barrick's supply chain practices, see [Supply Chain](#).

Labor & Human Rights

Barrick is committed to ensuring that our employees respect human rights and are trained to recognize and report human rights violations. We are also committed to providing equal opportunity and freedom from discrimination for all our employees, to upholding the elimination of all forms of forced and compulsory labor, and to supporting the effective abolition of child labor.

Barrick's [Policy with Respect to the Declaration of Fundamental Principles and Rights at Work](#), which is closely aligned with the International Labor Organization's declaration, was adopted in 2012. Barrick also created a global sexual harassment standard to further underscore the company's steadfast position against sexual harassment in the workplace.

Our human rights expectations are conveyed to potential employees before an individual is employed by Barrick, including through questions on global questionnaires and employment applications, through vetting and/or background checks for employees in positions that can potentially cause significant negative impacts on human rights, and through employment letters and contracts that contain reference to our expectations. Barrick also has created dedicated programs at a number of sites to address sexual harassment, which has included training, reporting, monitoring and other steps to reduce the likelihood of harassment and assist victims when it occurs.

For more information about Barrick's policies toward labor and human rights, see [Our People](#).

Environment & Human Rights

A mine can affect the physical environment - including the land, air, water and other important resources that we share with others. We recognize that these actions we can potentially cause or contribute to negative impacts on human health and livelihoods, as well as that access to clean water can itself raise human rights concerns. That is why Barrick is committed to minimizing and mitigating our impacts on the environment in the first place, and where they do occur, to working towards effective reclamation and remediation.

Barrick's Environmental Management System aims to reduce potential environmental impacts by establishing and applying proven management practices. Barrick's [Environmental Policy](#) clearly sets requirements to communicate our environmental commitments to employees and host communities. Our Environmental Management System is primarily based on a compliance and risk-based approach in which we first assess potential impacts and environmental consequences, and then evaluate how to avoid, mitigate, or control these impacts. Barrick typically puts in place several layers of environmental protection and engages in advanced planning against possible future events.

For more information about Barrick's environmental stewardship, see [Environment](#).

Community Development & Human Rights

Barrick recognizes that the scope and breadth of human rights is far reaching. As stated in the Universal Declaration of Human Rights, “everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services,” and “everyone has the right to education.”

Barrick makes an active and positive contribution to human rights through programs that provide access to education, clean water, and health services for the communities neighboring our mines. We are also committed to promoting health and safety practices for our employees. For full details on our contributions to the socio-economic development of the communities where we operate, see [Social & Economic Development](#).

Grievance Mechanisms, Investigation & Remediation

We are deeply aware that even businesses that strive to act responsibly can contribute to negative impacts on human rights. At Barrick, we have developed readily accessible tools by which both employees and local communities can notify Barrick of their concerns, including those related to human rights.

Barrick has internal global procedures that outline the mechanisms that employees can use to notify local and corporate management of potential human rights violations, and specify how alleged violations are to be investigated. Employees are routinely encouraged to use Barrick's Compliance Hotline to report information related to any potential human rights violations they might see or hear about.

We also have policies and procedures so that every community in which we operate has simple, accessible grievance mechanisms through which to provide feedback and request remediation for legitimate concerns. Grievance channels vary by site, and include message boxes, telephone hotlines, town hall meetings, supervisors (for employees), and direct contact with Barrick employees.

Our human rights assessments include a review of how effectively the grievance mechanisms escalate potential human rights concerns. We also have our grievance mechanisms internally audited for implementation and effectiveness during regular audits of our Community Relations Management System (CRMS) and externally assessed against the UNGPs effectiveness criteria.

Mandatory Reporting and Investigation

Barrick employees are required to report all potential human rights risks or impacts of which they become aware, regardless of whether they believe the allegations to be true. Our procedures also require that all human rights allegations be investigated, with the nature and extent of the investigation dependent on the circumstances. For serious potential human rights breaches at our sites, we strive to ensure independence in our investigations. Those investigations may be conducted by retaining external investigators or through our corporate investigations unit, which is located at corporate headquarters. This unit is jointly supervised by the OGC and Operations Officer and may report on investigative activity to the Board of Directors. Regardless of the result of the investigation, the company endeavors to respond to the complainant and provide him or her with progress updates.

Remediation

When negative human rights impacts are identified, we strive to take a culturally appropriate and thoughtful approach to communication and remediation. We are sensitive to the importance of collaborative stakeholder and victim input in the development of appropriate remedy, and the potential need for independence in circumstances where remediation may be appropriate. For example, a distinct [human rights remediation program](#) was developed in response to specific incidents of sexual violence at the Porgera Joint Venture mine in Papua New Guinea. This program was in addition to the site operational level grievance mechanism.

For more information on community engagement and site grievance mechanisms, see [Community Engagement](#).

Security

Barrick explores and operates in diverse places in the world where security contexts may vary greatly. Given these challenges, Barrick recognizes the need for an effective security program to protect people, products, assets and reputation. The protection of people is first and foremost. However, we also produce a precious commodity – gold – and our mine sites house valuable plant, equipment, vehicles, commodities and materials that must also be safeguarded.

Our Approach

Barrick's security approach is based on respect for people and human rights, and is guided by the Voluntary Principles on Security and Human Rights (Voluntary Principles). These principles are integrated into our **Security Policy** and operationalized by our **Security Management System**, which consists of six elements: Security Risk Assessment Process and Reviews; Information Gathering and Analysis; Alignment with International Norms; Control Frameworks; Critical Incident Management; and Investigations.

More than 1,400 security personnel (100% of security employees) received dedicated, live human rights training comprising more than 10 hours of instruction in 2015.

After adhering to the Voluntary Principles for several years, in 2010 we formally joined the Initiative, providing a very useful multi-stakeholder forum for us to engage on this issue, including with leading NGOs, peer companies, and governments. Barrick served on the Board of Directors of the Voluntary Principles from 2012 until June 2014 and served as the chair of the Corporate Pillar of the initiative in 2013/2014. We will be rejoining the Board steering committee in 2016. Barrick's security personnel receive mandatory human rights training and training in the requirements of the Voluntary Principles.

Barrick has categorized our operations according to the security risk in the region and provides guidance, management and support from headquarters. Procedures, infrastructure, and protective equipment are employed to different extents at different operations, based on the security threat. At locations in developing countries where security risks are often elevated, we may employ or contract with a significant number of security officers. Effective security is a combination of physical security measures and strong community support. Competent security personnel play an essential role in these areas.

Barrick has been a member of the Voluntary Principles on Security and Human Rights since 2010.

Voluntary Principles on Security and Human Rights

The Voluntary Principles guide and dictate our overall approach to the provision of security across the company. For example, the VPs require Barrick to embed human rights principles in contractual requirements with security providers. This includes both private security forces and host nation military and police representatives, who may provide external security and response assistance. The VPs also help the company develop guidelines and training on the use of force.

In some instances, security personnel may carry defensive weapons or use trained dogs to provide protection. Barrick has focused on the use of less-than-lethal munitions as a part of its security approach. All security managers and security personnel have received specific training on human rights, the Voluntary Principles and Barrick's Use of Force Procedure, which is aligned with the United Nations Guidelines for the Use of Force and Firearms by Law Enforcement Officials (as required by the Voluntary Principles). Personnel who carry firearms are required to be trained in and sign off on this procedure on an annual basis.

100% of security employees and security contractor personnel are trained in relevant human rights norms, the Voluntary Principles, and the company's commitment to adhere to them.

Before employing or contracting security personnel, background checks are completed – which can be challenging where central records are not held or not reliable. Therefore, we have developed a pre-employment procedure whereby we can use expanded searches and different forms of identity documentation, if needed, during background checks.

As part of our security system, 100% of security employees and security contractor personnel are trained in relevant human rights norms and the Voluntary Principles, and the company's commitment to adhere to them. This includes undertaking annual human rights training approved by Barrick, along with the Use of Force training where indicated, as a condition of employment. Barrick verifies adherence to our training requirements during compliance audits performed by the internal audit group.

We continue to conduct audits of both the Voluntary Principles (both internal audits and third-party audits) and all related policies and procedures, such as the Security Code of Conduct, Use of Force procedure, pre-employment screening, and related requirements. We have also, since 2011, engaged a third-party to conduct annual external ICMM assurance audits on the Voluntary Principles at some sites, resulting in a public Assurance Letter. Bureau Veritas completed a VP assessment at Veladero in Argentina in early 2016.

As the Voluntary Principles Initiative matures, the importance of participation by governments who host extractive companies becomes increasingly important. Voluntary Principles Initiative participants are now moving towards an increased focus on engagement with governments. We believe that participation by host governments will promote good business practices by companies and help governments undertake their duty to protect human rights.

As a member of the Voluntary Principles Initiative, we are also committed to engaging with local police in a number of areas where we operate, including negotiating the development of Memorandums of Understanding (MOUs) and providing human rights training to police where appropriate. Barrick has MOUs with police in the Dominican Republic, Peru, and Zambia.

Barrick currently has MOUs with police in the Dominican Republic, Peru, and Zambia.

Barrick is a member of the Steering Committee of the United Nations Global Compact Business for Peace initiative. Launched by UN Secretary-General Ban Ki-moon, Business for Peace (B4P) is a business leadership platform that aims to expand and deepen private sector action in support of peace - in the workplace, marketplace and local communities. The platform assists companies to implement responsible business practices aligned with the UN Global Compact Ten Principles in conflict-affected and high-risk areas and catalyze action to advance peace. This was completed and rolled out in 2015. We are currently leading the development of a Security and Human Rights assessment tool to be rolled out across the Business for Peace global network.

Going forward, we look to continue strengthening assurance using internal and external assurance mechanisms and to be a meaningful contributor to the Voluntary Principles' four-year strategic plan.

Our Progress

- More than 1,400 security personnel received dedicated, live human rights training comprising more than 10 hours of instruction in 2015.
- In 2015, we completed seven internal audits across security-related subject areas.
- In 2015, we signed an MOU with police near the Pueblo Viejo mine in the Dominican Republic. Following the MOU, we conducted VP, human rights and use of force training for more than 550 police officers, military personnel, contractors and members of the local community.
- In 2015, Barrick participated in a number of working groups at the Voluntary Principles including the Verification Working Group, which works to develop verification/assurance processes; Governance Review Working Group, which seeks to identify ways to improve the governance of the VPs; and the Outreach and Implementation Working Group. Barrick was also involved in the revision and adoption of the reporting guidelines.
- Barrick employees also led the Business for Peace initiative on rolling out a VPs measurement and assurance model to the UN Global Compact members via the UN Business for Peace Platform.
- Barrick is no longer the operator of Porgera effective August 31, 2015 therefore reporting on VPSHR related initiatives at Porgera is confined to the period from January 1 to August 31, 2015.

Illegal Mining

Illegal miners are people who enter a mine property without permission with the intention of stealing gold-bearing ore. This differs from artisanal miners, who generate income from labor-intensive mining activities, often alongside large-scale mining operations.

Safety is a very important issue associated with illegal mining. By entering unsafe areas of the mines (such as open pit walls, ore stockpiles, and active mining areas), illegal miners put their own lives and the lives of our employees at risk.

Our Approach

Our response to illegal mining is primarily driven by safety concerns—for both our employees and the trespassers themselves.

The level of criminal and violent behavior often displayed by illegal miners can threaten both the local community and our employees, the vast majority of whom are also from local communities. When incursions by illegal miners occur, our security personnel, who have been trained in the [Voluntary Principles on Security and Human Rights](#), are the first to engage in a dialogue with them, to encourage them to leave.

We also believe there is a clear need to adopt community development strategies alongside and in coordination with improved security measures. The ultimate goal is to eliminate confrontation and work in harmony with local communities by supporting viable, sustainable livelihoods.

7.3 Government Affairs

Mining is a heavily regulated industry; our business depends on strong partnerships with host governments.

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

Our core business is about building partnerships of real depth and trust with host governments and other stakeholders.

Our Approach

We take a partnership approach with all our stakeholders, including with our home and host governments. This means we work to balance our own interests and priorities with those of our government partners, working to ensure that everyone derives real and sustained value from our operations.

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

Porgera

At the Porgera Joint Venture mine in Papua New Guinea, attention is focused on preventing entry to the active mine areas through more effective engagement with local leaders, education of young people about the safety risks involved and improved coordination between mine security staff and public authorities. PJV has also completed the construction of a fence around the active areas of the operation in order to ensure the safety of all concerned. The mine continues to explore a range of options to further minimize the risks associated with illegal mining, including economic alternatives that may be offered to the local population.

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

Political Contributions

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

Barrick made a total of CAD \$29,000 in political contributions in 2015, all in the province of Ontario, Canada.

Dialogue with Government

In 2015, our public policy activities focused on working with our industry associations to ensure that Barrick's position on important issues was represented. All lobbying activities are compliant with regulations and reported to authorities as required.

Key areas of activity included:

- Engaging with Bureau of Land Management and the United States Fish and Wildlife Service to voluntarily mitigate impacts to sage grouse habitat near our mines in Nevada. For further information see [here](#).
- Formal discussion with the government of Zambia regarding the country's mining tax regime and Barrick's rights under the Lumwana mine's Development Agreement.
- Engagement with the government of Peru regarding modifications to water quality standards.
- Working with the Chilean mining authority to file a temporary and partial closure plan for the Pascua-Lama project.
- Extensive engagement with national, provincial and local governments in Argentina following the identification of a valve failure at the Veladero mine, on September 13, 2015, which resulted in a release of cyanide-bearing process solution into a nearby waterway, (see [here](#) for further information) to ensure governments were fully briefed on the incident and Barrick's response.

- Barrick was proud to supply all of the gold, silver and copper for the athlete medals of the TORONTO 2015 Pan Am and Parapan Am Games. The Games were funded by the Government of Canada and the Province of Ontario.

Industry Associations

Industry associations Barrick is a member of (national and international) include the following:

- Australian Institute of Mining & Metallurgy
- Cámara Argentina de Empresarios Mineros
- Cámara Minera de San Juan (Argentina)
- Cámara Minera y Petrolera de la República Dominicana
- Consejo Minero (Chile)
- Chamber of Mines (Zambia)
- International Council on Mining and Metals
- Minerals Council of Australia
- Mining Association of Canada
- Nevada Mining Association
- Prospectors and Developers Association of Canada
- Sociedad Nacional de Minería (Chile)
- Sociedad Nacional de Minería, Petróleo y Energía (Peru)
- World Gold Council

7.4 Supply Chain

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

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

We conducted due diligence on 90% of new suppliers in 2015, approximately 1,100 vendors.

Our Approach

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

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

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

Our Supply Chain

Barrick's Supply Chain function purchases, stores and delivers \$4.4 billion annually in supplies, equipment and services to Barrick's mines and offices. The group sources products ranging from diesel fuel and chemical reagents to IT equipment and haul trucks from more than 20,000 vendors worldwide.

As part of Barrick's drive for operational efficiency, we are taking steps to improve procurement efficiency and supply chain practices, which will free up working capital by reducing inventories. We expect to generate additional cash flow through improved integration of site maintenance programs and our global procurement and logistics system.

Barrick has 20,000 vendors worldwide.

Supplier Conduct

As part of our commitment to human rights, Barrick developed and implemented a Supplier Code of Business Conduct and Ethics in 2008 and produced an enhanced Code in 2014. It covers important issues such as anti-bribery, anti-corruption, human rights, health, safety, and environmental protection. It is our intent to deal only¹⁷ with suppliers who have accepted the Code of Business Conduct and Ethics.

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

providers, and civil society groups. The onboarding process covers the Supplier Code of Conduct and Ethics, Barrick's human rights program, and anti-corruption, as well as adherence to the company's safety and environmental standards.

In 2015, 90% of new suppliers were on-boarded under this new Standard. The process itself may include internal and external questionnaires, a search of the World Check¹⁸ database, a request that the vendor register with TRACE International's due diligence system, TRAC¹⁹, and vendor self-certification of its willingness to comply with Barrick's Supplier Code of Business Conduct and Ethics. Once a vendor is assessed by our supply chain group it may be added to Barrick's Approved Vendor Register. Under the system, all new vendors are to be assessed according to the Standard and current vendors are to be assessed every three years. High-risk vendors are to be assessed every year.

Download Barrick's **Supplier Code of Business Conduct and Ethics**

Local Procurement

We believe that responsible economic development can and should improve the lives of stakeholders in the regions where we operate. When done responsibly, economic development is a contributor to a broad spectrum of positive impacts. Through local procurement, for example, the presence of our operations can directly help host communities and individuals enjoy the rights to work, to food and property, and to an adequate standard of living. We developed a Local Procurement Standard in 2013. The Standard was implemented in 2014 under the direction of the Community Relations group.

To support these efforts, Barrick has also put in place a local content framework. The development of the framework was a collaboration with all groups impacted by local content policies, including supply chain leads, community relations, human resource leads, mine General Managers, country Executive Directors, construction managers and project directors. This framework outlines the steps needed to develop local

¹⁷ Low-value transactions, non-repetitive transactions in low-risk areas and some transactions with local suppliers will not undergo the same rigor as those suppliers being fully certified.

¹⁸ World Check is a database that is used to help to identify and manage financial, regulatory and reputational risk. World Check research identifies hidden risk, and reveals connections and associations between illicit parties, to provide a comprehensive view of risk across the global financial crime landscape.

¹⁹ The TRAC system captures a range of due-diligence/compliance information submitted online by applicant suppliers. This information is then screened against international watch lists and verified to help ensure anti-bribery compliance, as well as compliance with emerging cross-border government regulations, conflict minerals reporting requirements, anti-money laundering laws, and forced-labor trafficking laws.

employment and local procurement programs, referencing best international practice and embedding lessons learnt from other Barrick sites. An important emphasis is engaging with internal end users on the mine site and making sure local content programs align with their needs and concerns. For more information on our activities regarding local procurement practices, see [Social and Economic Development](#).

Along with buying locally when possible, we often work with regional government economic development committees, where they exist, to help our suppliers diversify so that the eventual closure of a mine will not impose undue hardships on local businesses. See [Mine Closure](#) for more information.

\$1.10B spent on local purchases in 2015.

Our Progress

- In 2015, 90% of new suppliers received due-diligence screening under the Vendor Onboarding Standard. The onboarding process covers the Supplier Code of Conduct, Barrick's human rights program, and anti-corruption, as well as adherence to the company's safety and environmental standards. Our goal is to bring our existing

20,000+ supply base onto vendor onboarding system within 3 years and to achieve 100% compliance to our vendor onboarding system with high-risk vendors.

- Barrick made significant improvements to vendor onboarding following the approval of the Standard in 2014. In 2015, the Standard was fully rolled out to all countries of operation and training workshops were conducted. Following consultation and feedback, we updated the Standard for clarity and re-released it mid-year. A database was also developed to centralize record keeping within the system. Through this process we worked to embed vendor onboarding as a key component of our corporate culture.
- In 2015, we developed a local content framework to support the use of local labour, services and goods at our sites. Formal local content workshops and planning sessions were held around the framework providing a forum for questions and ways to improve.
- Developed internal targets and metrics around local content. These were tied to compensation scorecards. Our priority in 2016 is to meet internal targets for local purchases.

7.5 Our Stakeholders & External Commitments

Barrick's business is about partnerships – with governments, communities, suppliers, civil society, other companies, and our employees.

This means balancing our own interests and priorities with those of others, helping both Barrick and our partners to derive real value from working together. It also means embracing a shared sense of responsibility. Getting this balance right helps us sustain the support and confidence of our key stakeholders, which is essential for our business success.

Our Stakeholders

- Our Employees
- Local Communities
- Home and Host Governments
- Suppliers and Contractors
- Shareholders
- Non-governmental organizations
- Industry Associations

Our Approach

We strive to engage with all of our stakeholders in an open, transparent manner. This means communicating in an honest and timely fashion, as well as actively listening and responding to our stakeholders' concerns and interests. We provide access to information about our operations, including social, economic and environmental impacts, and access to company officials who will listen and act on community concerns. Getting this right helps us sustain the support and confidence of our key stakeholders, which is essential for our business success.

Barrick works closely with civil society and government partners in multi-stakeholder groups, including the [Devonshire Initiative](#), the [VPs](#) and [EITI](#).

Stakeholder Identification

Stakeholder- and issues-mapping helps identify our stakeholders and their concerns and interests. A stakeholder is any person or group that has an interest in the activities of Barrick, such as a local community member, non-governmental organizations, investor groups, host governments, Barrick employees, or others. Our mining activities can create both positive and negative impacts on these stakeholders, who, in turn, can also significantly affect our business success. Identifying, categorizing, and mapping the relationships between stakeholders helps ensure we are addressing the issues that matter and with the people that care most about them.

Community stakeholders are identified by our local site community relations teams (for detailed information on this process see [Community Engagement](#)). Corporate and country stakeholders, including shareholders, home and host governments, academics, non-governmental organizations (NGOs), Socially Responsible Investors (SRIs), and Environmental, Social, and Governance (ESG) research analysts, are identified through contacts within our investor relations team and other functional groups, contacts in our industry associations, outreach by our corporate social responsibility team, and direct contact by stakeholders interested in learning more about our social, environmental, and operational performance.

Continuous Engagement

By seeking open, transparent, and respectful relationships, our understanding of each other's priorities, concerns, and interests is improved, thereby enhancing our ability to work constructively together on issues of mutual concern and interest. This puts us in a better position to contribute to what matters to our stakeholders while better managing the impacts of our activities.

We hold both regular and ad-hoc meetings in all countries with members of our host communities, local and regional governments, local NGOs, and other interested stakeholders. We also engage with non-community stakeholders – including our shareholders, international NGOs, and sustainable development research groups – through one-on-one meetings, teleconferences, participation in multi-stakeholder initiatives, and our industry associations.

Each year, as part of our annual assurance process for the International Council on Mining and Metals (ICMM), an independent, a third-party consultant completes site-level stakeholder interviews in at least two of the countries where we operate. Site-level stakeholders include community members, local landowners, local business people, Indigenous peoples, local government officials, and women's groups. Results of these stakeholder interviews and our assurance consultants' recommendations are reviewed at a senior level within the company each year.

External Commitments and Partnerships

Today's complex operating and social environment lends itself more than ever to coalitions of diverse individuals and sectors working together towards solving a common issue or problem. Therefore, we interact with a wide range of organizations, individuals, and multi-stakeholder initiatives such as the UN Global Compact, the Voluntary Principles on Security and Human Rights or the Extractive Industries Transparency Initiative and its multi-stakeholder working groups.

Also, in keeping with Barrick's commitment to responsible mining, we have adopted a number of voluntary codes and initiatives and have become a partner or participating member of various associations and organizations that advance a social responsibility agenda.

ORGANIZATION	DATE OF ADOPTION / MEMBERSHIP	FOCUS
BSR	2007	BSR is a US-based, not-for-profit organization focused on sustainability and business. BSR works with its global network of more than 250 member companies to develop sustainable business strategies and solutions through consulting, research, and cross-sector collaboration. Barrick is part of the Human Rights working group at BSR.
CDP (Carbon Disclosure Project)	2005	The CDP is an independent not-for-profit organization holding the largest database of primary corporate climate change information in the world. Thousands of organizations from across the world's major economies measure and disclose their greenhouse gas emissions and climate change strategies through CDP; and now water management strategies through CDP-Water Disclosure.

ORGANIZATION	DATE OF ADOPTION / MEMBERSHIP	FOCUS
Devonshire Initiative	2007	The DI is a forum for leading Canadian international development NGOs and mining companies to come together in response to the emerging social agenda surrounding mining and community development. Members believe that a collaborative presence between the Canadian private sector and NGOs in emerging markets can be a force for positive change. The ultimate objective of the (DI) is improved social and community development outcomes wherever Canadian mining companies operate overseas.
Extractive Industries Transparency Initiative	2006	The EITI is a coalition of governments, companies, civil society groups, investors and international organizations. It supports improved governance in resource-rich countries by the verification and full publication of company payments and government revenues from oil, gas and mining.
Global Reporting Initiative	2005	GRI developed the world's most widely used sustainability reporting framework. The framework sets out the principles and indicators that organizations can use to measure their economic, environmental and social performance.
International Council on Mining & Metals	2006	The ICMM was formed by the world's leading mining companies. ICMM members believe that by acting collectively the mining, minerals and metals industry can best ensure its continued access to land, capital and markets as well as build trust and respect by demonstrating its ability to contribute successfully to sustainable development. As members we are committed to implementing the ICMM Sustainable Development Framework .
International Cyanide Management Code	2005	The "International Cyanide Management Code For The Manufacture, Transport and Use of Cyanide In The Production of Gold" (the Code) is a voluntary program for the gold mining industry to promote responsible management of cyanide use in gold mining, enhance the protection of human health, and reduce the potential for environmental impacts. Companies that become signatories to the Code must have their operations audited by an independent third party to demonstrate their compliance with the Code.
International Network for Acid Prevention	1998	<p>Acid drainage is one of the most serious and potentially enduring environmental problems for the mining industry.</p> <p>Left unchecked, it can result in such long-term water quality impacts that it could well be this industry's most harmful legacy. Effectively dealing with acid drainage is a formidable challenge for which no global solutions currently exist. INAP is an industry group created to help meet this challenge.</p>
Trace International Inc.	2011	Trace International Inc. is a non-profit membership association that pools resources to provide practical and cost effective anti-bribery compliance solutions for multi-national companies and their commercial intermediaries.
United Nations Global Compact	2005	The UN Global Compact provides a framework for businesses to align their operations and strategies with 10 universally accepted Principles in the areas of human rights, labour, the environment and anti-corruption.
Global Compact Network Canada	2013	The Global Compact Network Canada (GCNC) is the local network chapter of the United Nations Global Compact. As the 101st local network of the UN Global Compact, the GCNC supports Canadian signatories (both Canadian firms and subsidiaries of global signatories) in the implementation of the Ten Principles, while facilitating and creating opportunities for multi-sectoral and multi-stakeholder collaboration.
Voluntary Principles on Security and Human Rights	2010	The Voluntary Principles were developed out of a multi-stakeholder process involving companies and NGOs as a means of providing guidance to companies in the extractive sector on maintaining the security of their operations in a manner that respects human rights and fundamental freedoms.
World Gold Council	1987	The World Gold Council is the market development organisation for the gold industry. Working within the investment, jewellery and technology sectors, as well as engaging in government affairs, its purpose is to provide industry leadership, whilst stimulating and sustaining demand for gold.

Barrick has also developed relationships with a number of non-government organizations (NGOs) to further our social and environmental activities in the regions where we operate. We engage with NGOs at the corporate, country and site levels across company. The list below includes some, but not all, of these organizations.

Canada

- Devonshire Initiative
- UN Global Compact Network Canada
- Prospectors and Developers Association of Canada
- Mining Association of Canada
- Canada-China Business Council
- Mining Association of British Columbia
- Canadian Council of the Americas
- CD Howe Institute
- Canadian Council of Chief Executives
- Canadian Council on Africa

Dominican Republic

- Bright Island Outreach Foundation
- CEFORMOMALI
- Cibao Sur Business Incubator
- Cotuí Lions Club
- ENDA Dominicana
- Hatillo Fishermen Association
- INFOTEP
- Montilla Foundation
- OLPC Foundation
- Zamora Terán Foundation
- San Isidro Labrador Church
- Zambrana-Chacuey Peasant Federation
- Rexpuestas
- Higuamo River Coalision
- Cisneros Foundation
- Local Governments
- Local authorities (education, health, civil defense, red cross, firefighters, etc)
- Canadian Embassy
- Cotui Chamber of Commerce

USA

- American Cancer Society
- Anti-Defamation League
- Boys and Girls Clubs
- British Council

- Communities in Schools
- Conservation International
- Friends of Nevada Wilderness
- Great Basin College
- Hawkwatch International
- I Have a Dream Foundation
- Immigration Workers Citizenship Project
- Las Vegas Global Economic Alliance
- Legal Aid Foundation
- Mule Deer Foundation
- National Fish and Wildlife Foundation
- Nevada Ballet
- Nevada Museum of Art
- Nevada Public Radio
- Northeastern Nevada Regional Hospital
- Northeastern Nevada Stewardship Group
- OneDrop
- Opportunity Village
- Outside Las Vegas Foundation
- PACE Coalition
- Public Education Foundation
- Rocky Mountain Elk Foundation
- Ronald McDonald House
- Rotary Clubs of Elko and Winnemucca
- Shoshone Language Project
- Spread the Word Nevada
- STORM-OV
- The Brookings Institution
- The Nature Conservancy
- Three Square Food Bank
- UNICEF
- White Ribbon
- Wild Turkey Federation

Chile

- Fondos Concursables families and community groups
- PRODEMU (Chile)
- Universidad Católica (Programa de Emprendimiento en Jóvenes, co- financiado con recursos de Gobierno - CORFO)
- Fundación INTEGRA (Jardín Infantil de Chollay)
- Hospital Provincial del Huasco (Fondo de Desarrollo Sustentable)
- INIA (Instituto Nacional de Investigación Agropecuaria) - Proyecto Riego tecnificado Olivicultores de Punta Colorada

Peru

- AMACHIC Asociación de Mineros Artesanales Alto Chicama (La Libertad – Perú)
- ADEX – Asociación de Exportadores del Perú
- CETEMIN (Centro Tecnológico Minero)
- Municipalidad Distrital de Jangas
- CODISPAS
- Comités de regantes de caseríos y comunidades
- BID (Banco Interamericano de Desarrollo) - Cooperación Japonesa

Papua New Guinea

- Porgera District Women's Association
- Porgera Environmental Advisory
- Komiti Porgera Remedy Framework Association (PRFA)
- Restoring Justice Initiative Association (RJIA)

Zambia

- Balunda – Basketry Training
- Children with Future in Zambia
- District AIDS Taskforce
- Entry Point Africa (EPA)
- IDE-WIN Program (Agri-Food Innovators)
- Lumwana Agriculture Cooperative Union
- Lumwana Community AIDS Taskforce
- Lumwana Community Business Association
- Lumwana Community Trust: Mukumbi, Mumena, Matebo
- Nsabo Yetu Federation
- Solwezi Today
- Solwezi Department of Water Affairs
- Solwezi District Water Sanitation Hygiene Education
- Solwezi Empowerment Forum
- Southern Africa Innovation Support (SAIS)



SECTION 8 Assurance Statement

Bureau Veritas North America

2015 Independent Assurance Statement



Bureau Veritas North America was engaged by Barrick Gold Corporation to provide independent external assurance for Barrick's 2015 Responsibility Report. The assurance process also included an assessment of Barrick's performance and progress on a range of corporate social responsibility (CSR) issues.

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

Objectives of the Assurance Process

1. Provide reasonable assurance over the stated content of the 2015 Responsibility Report including representations on the Barrick website;
2. Provide impartial commentary on Barrick's alignment with ICMM's 10 Sustainable Development Principles and six Position Statements;
3. Assess implementation of the Voluntary Principles on Security and Human Rights;
4. Provide reasonable assurance over the 2015 Conflict-Free Gold Report;
5. Provide reasonable assurance over the 2015 greenhouse gas emissions inventory reported to CDP;
6. Provide reasonable assurance over the 2015 water withdrawal reported to CDP;
7. Acknowledge improvements from previous reporting years;
8. Propose recommendations for future development.

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

Scope of Assurance

1. Review relevant activities undertaken by Barrick over the reporting period January 1, 2015 through December 31, 2015;
2. Review the robustness of underlying reporting systems and processes used to collect, analyze and report relevant information;
3. Evaluate the 2015 Responsibility Report against the principles of the Global Reporting Initiative (GRI) Reporting Framework as defined in the GRI-G4 Sustainability Reporting Guidelines and the Mining and Metals Sector Supplement;

4. Evaluate evidence provided to support Barrick's alignment with ICMC's 10 Sustainable Development Principles and six Position Statements;
5. Assess conformance of the Veladero Mine in Argentina with the ICMC's Position Statement on Climate Change;
6. Interview employees and external stakeholders with respect to Barrick's CSR performance during the reporting period;
7. Assess implementation of the Voluntary Principles on Security and Human Rights (VPSHR) at one mine site;
8. Assess implementation of the World Gold Council (WGC)'s Conflict-Free Gold Standard as described in the 2015 Conflict-Free Gold Report for Barrick;
9. Verify Barrick's water withdrawal reported to CDP for 2015;
10. Verify Barrick's reported GHG emissions inventory reported to CDP for 2015.

To conduct the assurance, we undertook the following activities:

- Detailed review of the 2015 Responsibility Report including source verification of performance data and factual information contained within the Report and the supplemental information on the Barrick website;
- Review of processes for identification and collation of relevant information, report content and performance data from mining operations;
- Interviews and follow-up communication with the corporate senior leadership team and functional leads in Toronto (Canada), Elko and Henderson, Nevada (USA), and with mine and country level managers at the two mines we visited (see below);
- Site visits to two operating mines, including Veladero (Argentina) and Cortez (USA);
- Interviews with local stakeholders at each visited mine.

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

- ICMC Sustainable Development Framework – Assurance Procedure
- GRI-G4 Reporting Guidelines and Mining and Metals Sector Supplement

- International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements Other than Audits or Reviews of Historical Financial Information
- ISO 14064-3:2006: Greenhouse gases - Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions
- WGC's Conflict Free Gold Standard – Guidance for Assurance Providers

Limitations and Exclusions

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

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

Our Findings

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

- The 2015 Responsibility Report provides a clear and straightforward presentation of Barrick's material issues and their underlying management systems and controls.
- The information and data in the Report is accurate, reliable and free from material misstatements. It is clearly presented and understandable.
- Material issues have been appropriately identified in a comprehensive risk assessment process that is fully described.
- The Report provides a fair representation of Barrick's CSR performance over the reporting period and provides readers with a balanced perspective of its material issues and operations.
- The Report advances Barrick's ongoing public communication about its operations, environmental and social impacts, and related programs to manage these impacts.

- Barrick has appropriate systems in place for the collection, aggregation and analysis of relevant information and has implemented adequate internal assurance practices.
- The corporate senior leadership team and country and site leadership teams continue to support a company-wide commitment to responsible mining practices at operations and projects.

Voluntary Principles on Security and Human Rights

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

WGC Conflict-Free Gold Standard

Barrick has prepared and presented a Conflict-Free Gold Report for 2015 in accordance with the requirements of the Conflict-Free Gold Standard. We conclude that Barrick does not produce gold from conflict-affected or high risk areas as defined by the Standard.

Global Reporting Initiative GRI-G4 Sustainability Reporting Guidelines

The 2015 Responsibility Report has been prepared in accordance with the Mining and Metals Sector Supplement of the GRI-G4 Guidelines, including appropriate consideration of the Reporting Principles, profile disclosures, management approach disclosures and performance indicators to meet the requirements of GRI-G4, Core Criteria.

CDP

Barrick's greenhouse gas assertion for its 2015 company-wide emissions inventory was verified to be correct and complete within the bounds of materiality. A separate verification statement was issued for CDP.

Barrick's company-wide water withdrawal assertion for 2015 was verified to be correct and complete within the bounds of materiality. A separate verification statement was issued for CDP.

ICMM Sustainable Development Framework

Barrick maintained its alignment with the ICMM Sustainable Development Framework, including ICMM's 10 Sustainable Development Principles and the applicable mandatory requirements of the six Position Statements. The Veladero Mine was found to be in conformance with the ICMM's Position Statement on Climate Change.

Observed Improvements

- The 2015 Responsibility Report appropriately defines Barrick's material sustainable development issues and provides a clear explanation for how these issues are managed. The report was prepared in accordance with the GRI-G4 Guidelines, Core Criteria. Previous Responsibility Reports were prepared under GRI-G3 or GRI-G3.1 Guidelines.
- The Community Relations Management System (CRMS) has been implemented across the company. The sites in our sample have grievance mechanisms in place which are accessible to stakeholders. Social obligations registers are in place and are being updated with historical and new social obligations. Stakeholder engagement plans were reviewed at these sites.
- The focus on human rights training has resulted in a continued growing awareness of the issue among Barrick employees and contractors. The procedures for reporting and investigating alleged incidents are robust.
- The Voluntary Principles on Security and Human Rights are fully integrated with site security personnel and procedures. There is evidence of growing awareness about the principles among local stakeholders.
- Mine sites have appointed Energy Champions and are implementing energy efficiency and cost reduction programs in line with Barrick's Energy Management Policy and Five-Year Energy Plan. This indicates an increased focus on energy efficiency and reducing energy consumption, with the by-product being future reductions in greenhouse gas emissions.

- Implementation of Global Onboarding Standard provides a consistent protocol for ensuring vendor understanding and acknowledgement of Barrick's Supplier Code of Ethics.
- Implementation of Local Content Framework and increased outreach to local contractors and suppliers.
- Leaner corporate structure and weekly Business Plan Review meetings have made for more transparent, effective and streamlined communication between mines and corporate.
- Increased communication between all functional groups and an increased focus on how all functional groups affect the License to Operate was observed at both the corporate and site level.
- New "Courage-to-Care" safety training program observed to be an improvement to an already robust safety culture.

Recommendations

- Consider updating the Social Management Plan and Social Obligations Register for Northeastern Nevada to reflect Barrick's current corporate structure and presence in the region.
- Consider additional communication with stakeholders regarding mine expansion plans, life-of-mine, and eventual mine closure plans.
- Ensure that local stakeholders are aware of procedural and engineering controls taken to avoid cyanide solution releases.
- Continue to seek and consider local stakeholder input on community development and education projects, especially at mature mines to align more closely with community member expectations for post-closure sustainable development.

Statement by Bureau Veritas of independence, impartiality and competence

Bureau Veritas is an independent professional services company that specializes in quality, health, safety, social and environmental management advice and compliance with 188 years of history in providing independent assurance and certification services.

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

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

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

Bureau Veritas North America, Inc.

June 2016

SECTION 9 Data Tables

ENVIRONMENT	SAFETY AND HEALTH			SOCIETY		EMPLOYEES
	2012	2013	2014	2015		
ENERGY AND GREENHOUSE GAS EMISSIONS						
Energy Consumed (GJ)	2014			2015		
	DIRECT ENERGY	INDIRECT ENERGY	TOTAL	DIRECT ENERGY	INDIRECT ENERGY	TOTAL
Barrick Total	44,130,335	11,419,385	55,549,720	43,637,151	12,638,446	56,275,597
Argentina – Veladero	3,394,693		3,394,693	3,459,526		3,459,526
Canada – Hemlo	587,513	691,344	1,278,856	493,702	707,810	1,201,512
Chile – Power Facilities	210,510		210,510	183,251		183,251
Dominican Republic	18,980,375		18,980,375	20,270,278		20,270,278
Pueblo Viejo	6,260,382		6,260,382	6,249,464		6,249,464
Power Facilities	12,719,992		12,719,992	14,020,814		14,020,814
Papua New Guinea – Porgera	9,629,330		9,629,330	9,200,926		9,200,926
Peru	1,543,127	451,287	1,994,414	1,650,637	569,398	2,220,035
Lagunas Norte	1,216,877	365,128	1,582,004	1,275,106	412,326	1,687,432
Pierina	326,250	86,160	412,410	375,531	157,072	532,603
USA	12,550,944	4,304,767	16,855,711	11,288,331	5,018,019	16,340,486
Cortez	3,334,070	914,483	4,248,553	3,130,966	922,350	4,063,518
Goldstrike	6,513,283	2,937,129	9,450,412	4,897,523	3,617,540	8,528,796
Turquoise Ridge	152,552	180,694	333,247	160,974	212,137	383,313
Golden Sunlight	267,097	272,460	539,557	263,442	265,992	529,434
Western 102	2,283,942		2,283,942	2,835,425		2,835,425
Zambia – Lumwana	2,278,833	926,999	3,205,832	1,952,412	1,062,180	3,014,592
Energy Intensity for Processing (MJ / Metric Tonne of Ore Processed)						
Barrick Total				141.8	135.9	
Argentina – Veladero				11.5	12.7	
Canada – Hemlo				139.4	142.7	
Dominican Republic – Pueblo Viejo				675.7	649.1	
Papua New Guinea – Porgera Joint Venture				341.3	346.1	
Peru						
Lagunas Norte				15.9	18.9	
Pierina				1,074.2	53.9	
USA						n/a
Cortez				14.5	18.1	
Goldstrike				1,113.2	758.7	
Turquoise Ridge				37.3	39.8	
Golden Sunlight				144.8	154.6	

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY	EMPLOYEES	
	2012	2013	2014	2015
Zambia – Lumwana ¹			58.9	49.2
1 Lumwana is a copper mine and, as such, its energy intensity metrics are not directly comparable to Barrick's other properties				
Energy Intensity for Mining (MJ / Metric Tonne of Material Moved)				
Barrick Total			29.8	31.8
Argentina – Veladero			29.8	25.1
Canada – Hemlo			100.5	90.9
Dominican Republic – Pueblo Viejo			29.4	32.5
Papua New Guinea – Porgera Joint Venture			58.3	46.3
Peru				
Lagunas Norte			21.7	21.8
Pierina			23.7	26.6
USA				
Cortez			25.0	23.7
Goldstrike			39.9	52.6
Turquoise Ridge			489.8	520.9
Golden Sunlight			22.9	25.4
Zambia – Lumwana ¹			29.6	28.5
1 Lumwana is a copper mine and, as such, its energy intensity metrics are not directly comparable to Barrick's other properties				
Fuels Used (GJ)				
Barrick Total			44,130,370	43,637,186
Natural Gas			12,198,205	11,035,067
Diesel			17,365,655	16,892,604
Propane			464,280	373,869
Heavy Fuel Oil			12,930,513	14,204,076
Biodiesel			308,792	310,701
Anfo			328,116	317,372
Emulsion			127,115	120,355
Gasoline ¹			–	–
Sulphur			407,694	383,142
1 Gasoline data not available via Barrick's energy tool				
Electricity Consumption from Renewable Energy Assets (MWH)				
Total Electricity Consumed			3,172,054	3,394,258
Consumed Electricity from Renewable Energy Sources			544,130	626,561
Percentage of electricity consumed from renewable energy			17.15%	18.46%

ENVIRONMENT	SAFETY AND HEALTH			SOCIETY		EMPLOYEES
	2012			2013	2014	2015
GHG Emissions (Metric Tonnes CO2e)	2014			2015		
TONNES CO2E	SCOPE 1	SCOPE 2	TOTAL	SCOPE 1	SCOPE 2	TOTAL
Barrick Total	3,372,000	381,366	3,850,623	3,336,391	442,766	3,779,157
Argentina – Veladero	223,639		223,639	227,779		227,779
Canada – Hemlo	37,058	30,542	67,600	31,411	31,269	62,680
Chile – Power facilities	15,863		15,863	13,809		13,809
Dominican Republic	1,390,854		1,390,854	1,505,395		1,505,395
Pueblo Viejo	432,336		432,336	448,853		448,853
Power Facilities	958,518		958,518	1,056,542		1,056,542
Papua New Guinea – Porgera Joint Venture	462,466		462,466	430,350		413,493
Peru	100,374	31,783	132,157	107,481	40,101	147,583
Lagunas Norte	79,011	25,715	104,726	82,875	29,039	111,914
Pierina	21,363	6,068	27,431	24,606	11,062	35,668
USA	992,704	318,521	1,317,599	892,607	370,799	1,263,406
Cortez	213,043	63,148	276,191	198,816	62,066	260,882
Goldstrike	641,435	219,942	867,751	526,695	271,979	798,674
Turquoise Ridge	4,686	12,423	17,109	5,209	14,292	19,501
Golden Sunlight	16,794	23,008	39,801	16,613	22,462	39,075
Western 102	116,746		116,746	145,274		145,274
Zambia – Lumwana	149,043	520	149,563	127,559	596	128,155
GHG Intensity for Processing (kgCO2e / Metric Tonne of Ore Processed)						
Barrick Total				14.42	14.26	
Argentina – Veladero				2.43	2.60	
Canada – Hemlo				6.58	6.69	
Dominican Republic – Pueblo Viejo				95.55	91.73	
Papua New Guinea – Porgera Joint Venture				49.86	50.23	
Peru						
Lagunas Norte				1.12	1.32	
Pierina				75.46	3.79	
USA						
Cortez				1.15	1.44	
Goldstrike				65.38	48.28	
Turquoise Ridge				2.72	2.84	
Golden Sunlight				11.41	12.26	
Zambia – Lumwana¹				0.03	0.03	
¹ Lumwana is a copper mine and, as such, its GHG intensity metrics are not directly comparable to Barrick's other properties						
GHG Intensity for Mining (kg CO2e / Metric Tonne of Material Moved)						
Barrick Total				2.14	2.14	
Argentina – Veladero				1.98	1.66	
Canada – Hemlo				5.60	5.09	
Dominican Republic – Pueblo Viejo				1.92	2.12	
Papua New Guinea – Porgera Joint Venture				4.47	3.50	

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY	EMPLOYEES	
	2012	2013	2014	2015
Peru				
Lagunas Norte			1.41	1.42
Pierina			1.56	1.75
USA				
Cortez			1.68	1.59
Goldstrike			2.75	3.69
Turquoise Ridge			27.88	30.86
Golden Sunlight			1.50	1.67
Zambia – Lumwana ¹			1.94	1.86
1 Lumwana is a copper mine and, as such, its GHG intensity metrics are not directly comparable to Barrick's other properties				
GHG Emissions – Scope 3 (metric tonnes of CO2e)				
Barrick Total			82,936	85,594
Argentina – Veladero				
Canada – Hemlo			3,021	3,093
Dominican Republic – Pueblo Viejo				
Papua New Guinea – Porgera Joint Venture				
Peru			3,928	4,956
Lagunas Norte			3,178	3,589
Pierina			750	1,367
USA			23,168	27,082
Cortez			4,929	4,972
Goldstrike			15,831	19,499
Turquoise Ridge			974	1,143
Golden Sunlight			1,434	1,469
Zambia – Lumwana ¹			51	59
Fuels			52,767	50,404
Includes transmission and fuel losses calculated by country and grid factors. Data not available for all countries of operation. 1 Lumwana is a copper mine and, as such, its GHG intensity metrics are not directly comparable to Barrick's other properties				
AIR EMISSIONS				
Nox Emissions – Stationary and Mobile (Metric Tonnes)				
Barrick Total	12,211.49	16,412.09	15,531.84	10,062.26
Argentina – Veladero	191.20	446.21	323.00	357.01
Australia ¹	4,440.87	3,007.88	2,366.82	
Cowal	638.21	665.06	648.03	
KCGM	1,583.43	1,805.72	1,718.80	
Canada ² – Hemlo	117.15	39.02	35.94	37.20
Chile – Zaldivar	–	–	–	
Dominican Republic – Pueblo Viejo	–	–	56.48	106.33
Papua New Guinea – Porgera Joint Venture	3,890.23	3,871.57	3,733.00	2,948.65
Peru	0.13	0.14	0.14	0.13
Lagunas Norte	0.13	0.13	0.14	0.13
Pierina	–	0.01	–	–
USA	917.41	7,300.52	7,343.71	5,625.93

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY	EMPLOYEES	
	2012	2013	2014	2015
Cortez	4.59	5,278.55	5,790.53	5,243.15
Goldstrike	115.34	98.71	94.45	117.47
Turquoise Ridge	0.55	0.76	0.24	0.44
Golden Sunlight	296.35	294.10	232.17	245.01
Western 102 Power Plant	19.49	17.13	16.00	19.86
Bald Mountain	0.00	1,203.09	1,201.29	
Ruby Hill	481.09	408.19	9.03	
Zambia – Lumwana	2,654.52	1,746.75	1,672.75	987.00
1. 2012 and 2013 data includes divested properties not broken out. 2. 2012 total includes Barrick Energy (since divested). Nox Emissions at Hemlo in 2012 totalled 45 metric tonnes				
Sulphur Dioxide (SO2) Emissions (Metric Tonnes)				
Barrick Total	197,939.20	194,951.10	167,897.31	278.32
Argentina – Veladero	0.50	28.80	38.96	48.75
Australia ¹	197,096.91	194,537.11	167,496.59	
Cowal	0.45	0.41	0.41	
KCGM	173,061.57	170,766.49	167,496.18	
Canada ² – Hemlo	386.23	–	–	–
Chile – Zaldivar	–	–	–	
Dominican Republic – Pueblo Viejo	–	–	22.71	80.88
Papua New Guinea – Porgera Joint Venture	325.53	259.43	237.00	31.95
Peru	–	–	–	–
Lagunas Norte	–	–	–	–
Pierina	–	–	–	–
USA	85.15	99.31	81.76	101.93
Cortez	0.16	2.81	2.72	2.57
Goldstrike	32.33	46.11	45.57	60.69
Turquoise Ridge	0.14	0.10	0.03	0.01
Golden Sunlight	32.26	31.85	25.00	29.78
Western 102 Power Plant	7.92	7.64	7.24	8.88
Bald Mountain	0.00	1.10	1.10	
Ruby Hill	12.35	9.70	0.10	
Zambia – Lumwana	44.87	26.45	20.30	14.80
1. 2012 and 2013 data includes divested properties not broken out. 2. 2012 total includes Barrick Energy (since divested). There were no SO2 emissions at Hemlo in 2012.				
PM10 Emissions (Metric Tonnes)				
Barrick Total	2,256.43	2,511.81	2,527.82	461.82
Argentina – Veladero	–	–	–	–
Australia ¹	317.52	268.89	295.73	
Cowal	44.08	43.90	42.73	
KCGM	165.67	199.26	253.00	
Canada ² – Hemlo	33.00	42.60	31.90	32.50
Chile – Zaldivar	1,379.96	1,753.46	1,834.46	
Dominican Republic – Pueblo Viejo ³	–	–	–	

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY	EMPLOYEES	
	2012	2013	2014	2015
Papua New Guinea – Porgera Joint Venture	124.23	114.58	102.00	127.29
Peru	4.17	3.19	1.00	3.04
Lagunas Norte	3.20	2.98	0.70	0.77
Pierina	0.97	0.21	0.30	2.27
USA	209.39	198.58	163.76	231.59
Cortez	30.68	18.14	26.31	52.87
Goldstrike	135.02	130.75	126.12	153.54
Turquoise Ridge	2.68	2.25	1.08	2.95
Golden Sunlight	5.37	5.30	5.10	17.75
Western 102 Power Plant	5.78	5.13	4.46	4.48
Bald Mountain	0.08	1.08	0.69	
Ruby Hill	29.78	35.92	0.00	
Zambia – Lumwana	188.16	130.52	98.98	67.40
1 PM10 emissions are monitored but not tracked as an aggregate number. 2 2012 and 2013 data includes divested properties not broken out. 3 PM10 emissions data not available.				
Mercury Air Emissions (Metric Tonnes)				
Barrick Total	3.811	3.266	4.254	0.326
Argentina – Veladero	0.010	0.007	0.095	0.006
Australia ¹	3.537	3.001	3.803	
Cowal	–	–	–	
KCGM	3.499	2.943	3.803	
Canada ² – Hemlo	0.000	0.000	0.000	0.000
Chile – Zaldivar	–	–	–	
Dominican Republic – Pueblo Viejo	–	0.029	0.044	0.069
Papua New Guinea – Porgera Joint Venture	0.094	0.047	0.049	0.053
Peru	0.004	0.004	0.147	0.065
Lagunas Norte	0.000	0.000	–	0.000
Pierina	0.004	0.004	0.147	0.065
USA	0.166	0.179	0.116	0.133
Cortez	0.002	0.005	0.000	0.003
Goldstrike	0.163	0.173	0.113	0.127
Turquoise Ridge	–	0.000	0.000	0.002
Golden Sunlight	–	–	0.001	0.000
Western 102 Power Plant	–	–	–	–
Bald Mountain	0.001	0.001	0.002	
Ruby Hill	0.000	–	–	

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY	EMPLOYEES	
	2012	2013	2014	2015
Zambia – Lumwana	–	–	–	–
1 2012 and 2013 data includes divested properties not broken out. 2 2012 total includes Barrick Energy (since divested). NOx emissions at Hemlo in 2012 totalled 45 metric tonnes.				
WATER				
Water Discharged to Environment (cubic meters)				
Barrick Total	97,979,020.19	122,818,651.70	136,552,808.01	127,241,105.58
Argentina – Veladero	51,198.00	–	–	–
Australia ¹	7,088,906.00	2,371,184.00	–	–
Cowal	–	–	–	–
KCGM	–	–	–	–
Canada	19,591,078.80	11,051,668.25	21,372,426.45	22,945,882.02
Hemlo	2,733,160.00	4,036,986.00	3,835,790.00	3,444,931.00
Closure ³	16,857,918.80	7,014,682.25	17,536,636.45	19,500,951.02
Chile	4,549,509.44	4,663,543.68	4,727,122.20	3,995,938.18
Cerro Casale	–	–	–	–
Pascua–Lama	308,168.00	–	69,255.00	240,631.30
Closure	4,241,341.44	4,663,543.68	4,657,867.20	3,755,306.88
Zaldivar	–	–	–	–
Dominican Republic – Pueblo Viejo	–	17,537,439.00	16,783,274.66	6,458,146.00
Papua New Guinea – Porgera Joint Venture	55,668,750.00	62,154,925.00	60,310,500.31	65,589,301.68
Peru	9,380,348.10	7,406,855.85	9,074,492.58	8,030,727.64
Lagunas Norte	6,575,197.10	4,893,669.85	5,538,823.22	6,163,985.64
Pierina	2,805,151.00	2,513,186.00	3,535,669.36	1,866,742.00
Saudi Arabia – Jabal Sayid	–	–	–	–
Tanzania	–	–	–	–
Bulyanhulu	–	–	–	–
Buzwagi	–	–	–	–
North Mara	–	–	–	–
Tulawaka	–	–	–	–
USA	682,824.84	736,189.17	769,040.82	686,735.06
Cortez	–	–	–	–
Goldstrike	–	–	–	–
Turquoise Ridge	–	–	–	–
Golden Sunlight	–	–	–	–
Donlin Gold	–	–	–	–
Closure	682,824.84	682,824.84	682,824.84	682,824.84
Bald Mountain	–	–	–	–
Ruby Hill	–	–	–	–

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY		EMPLOYEES	
	2012	2013	2014	2015	
Zambia – Lumwana	966,405.00	16,896,846.75	23,515,951.00	19,534,375.00	
1 2012 and 2013 data includes divested properties not broken out. 2 2012 data includes Barrick Energy for Canada total 3 2014 water discharge numbers for Eskay Creek have been restated due to recalculation.					
Water Use for Mine Purposes (cubic meters)					
Barrick Total	98,073,837.67	99,135,703.73	93,884,042.73	72,886,382.45	
Argentina – Veladero	1,720,142.00	1,473,382.70	1,508,326.30	1,083,898.95	
Australia ¹	26,441,290.37	16,638,664.00	11,123,057.00		
Cowal	2,080,969.58	3,323,146.00	3,172,564.00		
KCGM	8,209,231.00	7,982,196.00	7,950,493.00		
Canada ²	718,549.52	1,042,374.00	741,725.00	337,461.00	
Hemlo	618,402.00	1,042,374.00	741,725.00	335,497.00	
Closure	82,174.19	–	–	1,964.00	
Chile	7,794,578.00	7,849,096.00	6,955,971.00	361,655.43	
Cerro Casale	–	9,386.00	–	–	
Pascua–Lama	501,238.00	920,050.00	789,261.00	361,655.43	
Closure	–	–	–	–	
Zaldivar	7,293,340.00	6,919,660.00	6,166,710.00		
Dominican Republic – Pueblo Viejo ³	6,761,026.12	18,484,173.00	20,867,352.20	21,060,843.73	
Papua New Guinea – Porgera Joint Venture	29,652,110.00	32,409,627.92	32,177,940.00	28,571,962.00	
Peru	803,040.55	698,046.32	1,253,533.54	1,101,002.73	
Lagunas Norte	662,185.55	591,587.32	1,157,168.54	989,466.45	
Pierina	140,855.00	106,459.00	96,365.00	111,536.28	
Saudi Arabia – Jabal Sayid	–	–	–	–	
Tanzania	2,058,869.39	2,371,720.13			
Bulyanhulu	1,135,116.30	1,476,349.13			
Buzwagi	701,096.77	776,479.00			
North Mara	–	–			
Tulawaka	222,656.33	118,892.00			
USA	17,346,798.63	15,439,860.11	16,668,878.09	16,644,053.60	
Cortez	4,326,562.56	2,340,407.00	3,992,959.07	4,175,826.39	
Goldstrike	8,958,609.53	9,911,473.69	8,896,956.49	10,286,038.00	
Turquoise Ridge	713,819.22	642,725.07	1,128,166.50	914,490.51	
Golden Sunlight	1,178,802.08	1,076,499.22	956,982.20	1,001,053.35	
Donlin Gold	–	–	–	72.00	
Closure	178,055.76	290,404.22	495,818.41	266,573.35	
Bald Mountain	964,955.67	852,794.47	1,112,913.57		
Ruby Hill	1,025,993.82	325,556.45	85,081.85		

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY	EMPLOYEES	
	2012	2013	2014	2015
Zambia – Lumwana	4,777,433.09	2,728,759.55	2,587,259.60	3,725,505.00
1 2012 and 2013 data includes divested properties not broken out. 2 2012 data includes Barrick Energy for Canada total 3 Pueblo Viejo withdraws fresh water, from the Hatillo Reservoir, and returns treated clean water to the reservoir via the historically contaminated Margajita stream to form a closed water circulation. With this closed loop, the net annual water extraction is equivalent to 0.4% of the water consumption numbers listed here.				
Water Consumption Intensity (cubic meters per tonne of ore processed)				
Barrick Total	0.5053	0.3963	0.4070	0.4780
Argentina – Veladero	0.0621	0.0507	0.0511	0.0382
Australia ¹	1.0454	0.7665	0.5862	
Cowal	0.2855	0.4725	0.4312	
KCGM	0.6991	0.6737	0.6843	
Canada – Hemlo	0.2007	0.3352	0.2544	0.1075
Chile – Zaldivar	0.1599	0.1450	0.1548	
Dominican Republic– Pueblo Viejo ²	9.1365	0.2138	0.6085	2.111
Papua New Guinea – Porgera Joint Venture	5.6750	5.7504	5.4744	5.1662
Peru	0.0332	0.0245	0.0565	0.0452
Lagunas Norte	0.0322	0.0281	0.0523	0.0452
Pierina	0.0382	0.0144	1.3201	in closure
Tanzania	0.2648	0.2997		
Bulyanhulu	1.1215	1.6938		
Buzwagi	0.1887	0.1765		
North Mara	–	–		
Tulawaka	0.8438	–		
USA	0.4829	0.4222	0.3390	0.5158
Cortez	0.4832	0.1170	0.1538	0.1864
Goldstrike	1.1965	1.4515	1.6765	1.5234
Turquoise Ridge	1.8256	1.4169	2.5256	1.7586
Golden Sunlight	0.5361	0.4889	0.4152	0.4825
Bald Mountain	0.0692	0.1948	0.0819	
Ruby Hill	0.3988	0.1612	0.8027	
Zambia – Lumwana	0.2527	0.1245	0.1643	0.0900
1 2012 and 2013 data includes divested properties not broken out 2 Net water abstraction for Pueblo Viejo is used to calculate water intensity				
MATERIAL STEWARDSHIP				
Cyanide use (Metric Tonnes)				
Barrick Total	29,813.07	29,971.91	27,001.04	15,309.00
Argentina – Veladero	901.19	668.21	783.95	692.35
Australia ¹	10,759.42	10,273.14	8,879.16	
Cowal	2,784.00	3,149.09	3,822.16	
KCGM	5,157.76	5,576.00	5,057.00	
Canada – Hemlo	393.44	450.17	421.00	434.05
Chile – Zaldivar	0.04	0.02	0.00	
Dominican Republic – Pueblo Viejo	867.70	2,748.06	4,697.21	3,696.10

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY	EMPLOYEES	
	2012	2013	2014	2015
Papua New Guinea – Porgera Joint Venture	641.66	685.00	750.35	773.00
Peru	4,017.90	3,655.84	1,707.04	2,839.77
Lagunas Norte	1,821.68	1,789.90	1,447.13	1,938.58
Pierina	2,196.23	1,865.94	259.92	901.19
Tanzania	4,457.59	4,833.42		
Bulyanhulu	565.20	503.20		
Buzwagi	3,224.54	3,939.77		
North Mara	483.51	340.56		
Tulawaka	184.34	49.89		
USA	7,774.14	6,658.05	9,762.33	6,873.73
Cortez	3,696.63	1,515.60	4,500.04	3,754.98
Goldstrike	1,740.58	1,710.77	1,470.91	1,366.30
Turquoise Ridge	–	–	–	–
Golden Sunlight	999.77	1,109.11	1,518.48	1,752.45
Bald Mountain	832.27	1,539.07	1,646.92	
Ruby Hill	504.89	783.51	625.98	
Zambia – Lumwana	–	–	–	–
1 2012 and 2013 data includes divested properties not broken out.				
Calcium Hydroxide (Lime) use (Metric Tonnes)				
Barrick Total	292,638.09	487,601.96	653,721.48	603,984.65
Argentina – Veladero	14,178.45	15,872.21	6,682.69	7,795.76
Australia ¹	64,056.79	47,576.82	30,758.74	
Cowal	2,726.62	2,663.06	2,681.74	
KCGM	39,180.32	33,585.00	28,077.00	
Canada – Hemlo	1,364.57	1,414.81	1,188.68	1,604.00
Chile – Zaldivar	112.94	204.00	117.10	
Dominican Republic – Pueblo Viejo	42,838.34	260,067.00	444,967.71	464,889.00
Papua New Guinea – Porgera Joint Venture	52,759.00	54,300.00	53,180.00	45,187.00
Peru	53,420.18	63,217.58	36,921.26	40,782.01
Lagunas Norte	31,376.29	33,425.28	33,124.44	33,438.60
Pierina	22,043.89	29,792.30	3,796.82	7,343.41
Tanzania	9,551.96	8,643.61		
Bulyanhulu	2,214.00	1,851.00		
Buzwagi	4,908.20	4,618.00		
North Mara	2,151.00	2,052.54		
Tulawaka	278.76	122.07		
USA	54,355.87	36,305.94	79,905.29	43,726.89
Cortez	22,046.45	22,023.02	57,557.91	32,526.67
Goldstrike	–	–	–	–
Turquoise Ridge	–	–	–	–

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY	EMPLOYEES	
	2012	2013	2014	2015
Golden Sunlight	5,421.55	6,095.81	9,085.98	11,200.21
Bald Mountain	24,029.88	5,684.00	13,048.21	
Ruby Hill	2,857.98	2,503.11	213.19	
Zambia – Lumwana	–	–	–	–
1 2012 and 2013 data includes divested properties not broken out.				
Mercury produced as a by-product/co-product (Metric Tonnes)				
Barrick Total	157.9081	122.3533	120.7132	142.2721
Argentina – Veladero	99.13	55.13	52.292	59.4816
Australia ¹	0	0	0	
Cowal	0	0	0	
KCGM	0	0	0	
Canada – Hemlo	0.0036	0	0	0
Chile – Zaldivar	0	0	0	
Dominican Republic – Pueblo Viejo	0.0102	2.791	5.6401	0.379
Papua New Guinea – Porgera Joint Venture	0.0003	0.0004	0.0011	0.0005
Peru	10.864	11.7019	8.9355	15.811
Lagunas Norte	9.064	11.01	8.681	15.441
Pierina	1.8	0.6919	0.2545	0.37
Tanzania	0	0		
Bulyanhulu	0	0		
Buzwagi	0	0		
North Mara	0	0		
Tulawaka	0	0		
USA	47.9	52.73	53.8445	66.6
Cortez	1.84	2.06	0.4445	0.12
Goldstrike	44.41	50.67	53.4	66.48
Turquoise Ridge	0	0	0	0
Golden Sunlight	0	0	0	0
Bald Mountain	1.65	0	0	
Ruby Hill	0	0	0	
Zambia – Lumwana	0	0	0	0
1 2012 and 2013 data includes divested properties not broken out.				
ORE PROCESSED AND MINING WASTE DISPOSAL				
Total amount of tailings material deposited (Metric Tonnes)				
Barrick Total	78,710,654	83,150,574	65,392,926	52,403,444
Argentina – Veladero	–	–	–	–
Australia	26,715,841	21,643,784	18,850,234	
Cowal	7,289,478	7,032,047	7,357,942	
KCGM	11,757,477	11,815,301	11,492,292	
Canada – Hemlo	2,774,020	2,737,586	2,369,248	2,706,806

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY		EMPLOYEES	
	2012	2013	2014	2015	
Chile – Zaldivar	561,992	692,642	423,533		
Dominican Republic – Pueblo Viejo	1,224,330	7,472,549	10,711,137	10,661,823	
Papua New Guinea – Porgera Joint Venture	5,224,169	5,618,492	5,398,294	5,016,011	
Peru	–	–	–	–	
Lagunas Norte	–	–	–	–	
Pierina	–	–	–	–	
Tanzania	7,749,560	9,158,934			
Bulyanhulu	886,294	491,030			
Buzwagi	3,633,405	5,795,650			
North Mara	2,786,456	2,643,360			
Tulawaka	443,405	228,894			
USA	14,906,491	14,165,867	12,373,399	13,148,543	
Cortez	4,128,856	4,108,578	3,727,563	3,475,926	
Goldstrike	8,363,602	7,673,095	6,247,232	7,598,061	
Turquoise Ridge	–	–	–	–	
Golden Sunlight	2,414,033	2,384,194	2,398,604	2,074,556	
Bald Mountain	–	–	–	–	
Ruby Hill	–	–	–	–	
Zambia – Lumwana	19,554,251	21,660,720	15,267,081	20,870,261	
Total amount of waste rock deposited (Metric Tonnes)					
Barrick Total	523,049,770	476,615,612	433,089,156	235,112,080	
Argentina – Veladero	56,943,679	50,031,464	38,040,891	54,001,142	
Australia	82,241,959	81,003,151	77,773,386		
Cowal	25,523,820	19,096,077	18,904,617		
KCGM	56,001,394	61,679,274	58,868,769		
Canada – Hemlo	5,175,106	5,015,914	5,540,711	4,642,810	
Chile – Zaldivar	31,825,241	25,477,808	36,044,988		
Dominican Republic – Pueblo Viejo	1,829,649	2,971,476	16,900,000	16,097,088	
Papua New Guinea – Porgera Joint Venture	20,786,525	13,050,711	4,302,349	17,124,910	
Peru	14,324,936	19,686,375	29,869,063	34,662,109	
Lagunas Norte	7,528,720	11,059,192	23,328,872	28,201,562	
Pierina	6,796,216	8,627,183	6,540,191	6,460,547	
Tanzania	39,673,996	43,058,754			
Bulyanhulu	507,304	463,381			
Buzwagi	20,095,014	24,177,984			
North Mara	18,770,763	18,407,911			
Tulawaka	300,915	9,478			
USA	172,292,355	185,660,584	162,645,301	56,008,527	

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY		EMPLOYEES	
	2012	2013	2014	2015	
Cortez	97,698,627	113,749,409	118,822,445	50,189,896	
Goldstrike	4,479,515	6,577	–	–	
Turquoise Ridge	219,250	166,601	176,744	148,812	
Golden Sunlight	6,271,157	7,375,189	5,352,782	5,669,819	
Bald Mountain	47,848,182	53,120,933	38,293,330		
Ruby Hill	15,775,624	11,241,875	–		
Zambia – Lumwana	97,956,324	50,659,375	61,972,467	52,575,494	
Ore Processed (Metric Tonnes)					
Barrick Total	194,100,810	205,897,429	189,444,290	138,981,478	
Argentina	27,695,000	29,086,646	29,500,000	28,385,000	
Australia ¹	25,293,000	21,707,481	18,976,000		
Cowal	7,290,000	7,032,614	7,358,000		
KCGM	11,742,000	11,848,032	11,618,000		
Canada – Hemlo	3,081,000	3,109,882	2,916,000	3,120,000	
Chile – Zaldivar	45,617,000	47,733,235	39,827,000		
Dominican Republic – Pueblo Viejo	740,000	4,428,648	6,711,700	6,916,667	
Papua New Guinea – Porgera Joint Venture	5,225,000	5,636,099	5,877,890	5,530,520	
Peru	24,218,140	28,489,709	22,183,000	21,880,000	
Lagunas Norte	20,534,000	21,088,771	22,110,000	21,880,000	
Pierina	3,684,140	7,400,938	73,000	–	
Tanzania	7,775,372	7,914,369			
Bulyanhulu	1,012,179	871,599			
Buzwagi	3,714,479	4,399,736			
North Mara	2,784,844	2,643,033			
Tulawaka	263,870				
USA	35,551,298	35,880,666	47,704,700	31,752,558	
Cortez	8,954,064	19,999,224	25,957,000	22,406,000	
Goldstrike	7,487,122	6,828,494	5,307,000	6,752,000	
Turquoise Ridge	391,000	453,600	446,700	520,000	
Golden Sunlight	2,199,000	2,201,774	2,305,000	2,074,558	
Bald Mountain	13,947,293	4,378,147	13,583,000		
Ruby Hill	2,572,819	2,019,427	106,000		
Zambia	18,905,000	21,910,694	15,748,000	41,396,733	

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY		EMPLOYEES	
		2012	2013	2014	2015
Total Reportable Injury Frequency Rate (TRIFR)					
Barrick Total		0.76	0.64	0.58	0.46
Argentina		0.42	0.61	0.34	0.32
Veladero		0.42	0.61	0.34	0.37
Pascua–Lama		0.69	0.33	0.24	0.00
Australia		1.41	1.17	1.02	
Cowal		0.71	2.05	1.37	
KCGM		1.52	0.82	0.97	
Canada		1.09	0.33	1.00	0.75
Hemlo		1.64	0.53	1.03	1.00
Office / Other		0.00	0.00	0.00	0.00
Closure		0.00	0.00	0.00	0.00
Chile		0.67	0.29	0.31	0.17
Zaldivar		0.67	0.09	0.40	
Cerro Casale		0.00	0.00	0.00	0.00
Pascua–Lama		0.69	0.33	0.24	0.00
Office / Other		0.00	0.00	0.00	0.00
Exploration		0.00	0.00	0.52	0.34
Dominican Republic – Pueblo Viejo		0.41	0.69	0.51	0.38
Papua New Guinea – Porgera Joint Venture		0.68	0.46	0.52	0.41
Peru		0.37	0.36	0.47	0.46
Lagunas Norte		0.24	0.30	0.35	0.54
Pierina		0.82	0.46	0.74	0.34
Office / Other		0.00	0.00	0.00	0.00
Exploration		0.00	2.22	1.59	0.00
Saudi Arabia – Jabal Sayid		0.55	0.43	0.00	0.00
Tanzania		0.83	0.68		
Bulyanhulu		1.02	0.78		
Buzwagi		0.57	0.27		
North Mara		0.71	0.77		
Tulawaka		1.38			
USA		1.40	1.27	1.00	0.98
Donlin Gold		0.00	0.00	0.00	0.00
Golden Sunlight		0.36	0.74	0.41	1.58
Closure		0.00	0.00	0.00	0.00
Office / Other		0.00	0.00	0.17	0.00
Exploration		2.42	0.39	2.05	1.60
Nevada		1.44	1.41	0.56	0.94
Cortez		1.62	1.68	1.28	0.93
Goldstrike		1.35	1.23	0.90	1.02
Turquoise Ridge		1.53	1.54	0.52	0.32
Ruby Hill		2.07	0.00	0.00	
Bald Mountain		0.84	1.76	2.00	
Zambia – Lumwana		0.25	0.24	0.38	0.25

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY		EMPLOYEES	
		2012	2013	2014	2015
Loss Time Injury Rate (LTI)					
Barrick Total		0.18	0.15	0.21	0.17
Argentina		0.14	0.11	0.02	0.11
Veladero		0.14	0.11	0.02	0.12
Pascua–Lama		0.09	0.03	0.00	0.00
Australia		0.30	0.29	0.24	
Cowal		0.18	0.37	0.39	
KCGM		0.33	0.27	0.21	
Canada		0.42	0.08	0.28	0.32
Hemlo		0.63	0.13	0.29	0.43
Office / Other		0.00	0.00	0.00	0.00
Closure		0.00	0.00	0.00	0.00
Chile		0.15	0.05	0.24	0.09
Zaldivar		0.62	0.09	0.40	
Cerro Casale		0.00	0.00	0.00	0.00
Pascua–Lama		0.09	0.03	0.00	0.00
Office / Other		0.00	0.00	0.00	0.00
Exploration		0.00	0.00	0.52	0.34
Dominican Republic – Pueblo Viejo		0.08	0.13	0.05	0.05
Papua New Guinea – Porgera Joint Venture		0.23	0.21	0.20	0.20
Peru		0.14	0.12	0.34	0.19
Lagunas Norte		0.08	0.13	0.27	0.19
Pierina		0.33	0.11	0.46	0.23
Office / Other		0.00	0.00	0.00	0.00
Exploration		0.00	0.00	1.59	0.00
Saudi Arabia – Jabal Sayid		0.10	0.14	0.00	0.00
Tanzania		0.14	0.13		
Bulyanhulu		0.10	0.17		
Buzwagi		0.07	0.05		
North Mara		0.21	0.17		
Tulawaka		0.30			
USA		0.34	0.45	0.40	0.30
Donlin Gold		0.00	0.00	0.00	0.00
Golden Sunlight		0.00	0.37	0.41	0.40
Closure		0.00	0.00	0.00	0.00
Office / Other		0.00	0.00	0.00	0.00
Exploration		0.00	0.00	0.26	0.40
Nevada		n/a	0.50	0.25	0.30
Cortez		0.57	0.67	0.64	0.36
Goldstrike		0.40	0.36	0.36	0.40
Turquoise Ridge		0.00	0.46	0.00	0.00
Ruby Hill		0.00	0.00	0.00	
Bald Mountain		0.63	0.88	1.00	
Zambia – Lumwana		0.01	0.04	0.10	0.04

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY	EMPLOYEES	
	2012	2013	2014	2015
Fatalities				
Barrick Total	4	4	1	3
Argentina	1			
Veladero	1			
Pascua–Lama				
Australia				
Cowal				
KCGM				
Canada				
Hemlo				
Office / Other				
Closure				
Chile	2	2	1	
Zaldivar	1	1	1	
Cerro Casale				
Pascua–Lama	1	1		
Office / Other				
Exploration				
Dominican Republic – Pueblo Viejo				
Papua New Guinea – Porgera Joint Venture		1		
Peru				
Lagunas Norte				
Pierina				
Office / Other				
Exploration				
Saudi Arabia – Jabal Sayid	1			
Tanzania	2			
Bulyanhulu				
Buzwagi	1			
North Mara				
Tulawaka	1			
USA		1		
Donlin Gold				
Golden Sunlight				
Closure				
Office / Other				
Exploration				
Nevada		1		
Cortez		1		
Goldstrike				
Turquoise Ridge				
Ruby Hill				
Bald Mountain				
Zambia – Lumwana		1		

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY	EMPLOYEES	
2012		2013	2014	2015
SOCIAL DATA BY COUNTRY				
Barrick				
Total	\$15,152,342,628	\$17,284,405,664	\$11,072,277,098	\$ 6,916,893,397
Annual Payroll	\$ 2,432,785,772	\$ 2,333,232,190	\$ 2,011,254,686	\$ 1,631,860,838
Community Investments	\$ 54,367,368	\$ 80,831,117	\$ 54,941,194	\$ 37,763,060
Purchases of goods/services (includes international)	\$ 10,458,743,806	\$ 13,166,025,016	\$ 7,889,542,217	\$ 4,384,064,133
Local Purchases	\$ 3,805,415,211	\$ 3,519,277,722	\$ 2,311,095,114	\$ 1,103,059,847
National Purchases	\$ 5,272,532,043	\$ 7,627,729,095	\$ 4,331,077,578	\$ 2,511,716,145
International Purchases	\$ 1,380,796,552	\$ 2,019,018,199	\$ 1,247,369,525	\$ 769,288,140
Taxes and Government Royalties	\$ 2,060,010,249	\$ 1,570,859,956	\$ 1,021,482,332	\$ 791,087,548
Royalties Paid to Third Parties	\$ 136,061,477	\$ 112,294,715	\$ 88,286,469	\$ 67,891,321
Land Use & Compensation Payments	\$ 10,373,956	\$ 21,162,671	\$ 6,770,201	\$ 4,226,498
Peru				
Total	\$ 890,263,970	\$ 498,752,468	\$ 656,761,734	\$ 498,440,740
Annual Payroll	\$ 141,689,502	\$ 125,088,898	\$ 94,035,555	\$ 74,984,954
Community Investments	\$ 11,814,073	\$ 18,282,841	\$ 13,486,855	\$ 10,963,304
Purchases of goods/services	\$ 339,701,958	\$ 169,357,071	\$ 345,113,688	\$ 286,784,904
Local Purchases	\$ 34,330,433	\$ 9,767,811	\$ 9,388,610	\$ 12,007,622
National Purchases	\$ 305,371,525	\$ 159,589,260	\$ 335,725,078	\$ 274,777,282
Taxes and Government Royalties	\$ 397,058,437	\$ 186,023,658	\$ 202,439,580	\$ 125,207,578
Royalties Paid to Third Parties	\$ –	\$ –	\$ –	
Land Use & Compensation Payments	\$ –	\$ –	\$ 1,686,056	\$ 500,000
Argentina				
Total	\$ 1,022,972,652	\$ 1,535,602,127	\$ 1,132,667,777	\$ 719,879,413
Annual Payroll	\$ 174,552,490	\$ 137,510,467	\$ 91,428,568	\$ 109,823,066
Community Investments	\$ 1,410,659	\$ 15,588,663	\$ 5,467,929	\$ 1,928,975
Purchases of goods/services	\$ 505,920,410	\$ 1,163,477,597	\$ 815,989,766	\$ 490,303,614
Local Purchases	\$ 249,103,088	\$ 341,990,635	\$ 139,396,466	\$ 243,422,325
National Purchases	\$ 256,817,322	\$ 821,486,961	\$ 676,593,300	\$ 246,881,289
Taxes and Government Royalties	\$ 341,089,093	\$ 219,025,400	\$ 216,798,169	\$ 52,935,429
Royalties Paid to Third Parties	\$ –	\$ –	\$ 464,607	\$ 251,148,331
Land Use & Compensation Payments	\$ –	\$ –	\$ 2,983,345	\$ 614,402
Saudi Arabia				
Total	\$ 164,284,186	\$ 107,521,159	\$ 46,148,801	\$ 44,815,708
Annual Payroll	\$ 29,482,817	\$ 26,797,900	\$ 19,407,664	\$ 18,350,414
Community Investments	\$ 234,489	\$ 53,333	\$ –	\$ –
Purchases of goods/services	\$ 133,439,362	\$ 79,704,158	\$ 26,707,786	\$ 26,382,705
Local Purchases	\$ 43,616,200	\$ 674,396	\$ 455,804	\$ 25,213,409
National Purchases	\$ 89,823,162	\$ 79,029,762	\$ 26,251,982	\$ 1,169,297
Taxes and Government Royalties	\$ 1,127,518	\$ 965,768	\$ 33,351	\$ 82,589
Royalties Paid to Third Parties	\$ –	\$ –	\$ –	
Land Use & Compensation Payments	\$ –	\$ –	\$ –	

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY	EMPLOYEES	
2012		2013	2014	2015
Australia				
Total	\$ 2,410,298,201	\$ 2,077,681,731	\$ 1,281,715,872	\$ 46,412,643
Annual Payroll	\$ 526,235,745	\$ 360,577,837	\$ 222,445,654	\$ 7,815,643
Community Investments	\$ 2,756,700	\$ 1,990,330	\$ 2,116,834	
Purchases of goods/services	\$ 1,687,646,121	\$ 1,483,522,834	\$ 1,031,197,559	
Local Purchases	\$ 931,839,384	\$ 666,112,313	\$ 476,351,797	
National Purchases	\$ 755,806,737	\$ 817,410,521	\$ 554,845,762	
Taxes and Government Royalties	\$ 193,659,635	\$ 231,590,731	\$ 25,818,516	\$ 38,597,000
Royalties Paid to Third Parties	\$ –	\$ –	\$ –	
Land Use & Compensation Payments	\$ –	\$ –	\$ 137,310	
Tanzania				
Total	\$ 860,126,291	\$ 740,316,296		
Annual Payroll	\$ 213,651,562	\$ 217,969,573		
Community Investments	\$ 11,294,613	\$ 11,466,661		
Purchases of goods/services	\$ 550,587,375	\$ 448,285,383		
Local Purchases	\$ 124,850,185	\$ 111,578,929		
National Purchases	\$ 425,737,190	\$ 336,706,454		
Taxes and Government Royalties	\$ 80,797,523	\$ 51,709,099		
Royalties Paid to Third Parties	\$ 3,795,218	\$ 10,885,580		
Land Use & Compensation Payments	\$ –	\$ –		
Canada				
Total	\$ 1,204,321,802	\$ 677,308,960	\$ 680,868,059	\$ 566,416,413
Annual Payroll	\$ 247,011,716	\$ 240,655,108	\$ 234,324,498	\$ 223,961,932
Community Investments	\$ 5,496,955	\$ 5,202,256	\$ 5,106,193	\$ 3,221,543
Purchases of goods/services	\$ 872,243,414	\$ 404,791,903	\$ 420,793,978	\$ 319,188,941
Local Purchases	\$ 616,671,248	\$ 169,767,526	\$ 386,446,129	\$ 285,966,770
National Purchases	\$ 255,572,166	\$ 235,024,377	\$ 34,347,849	\$ 33,222,171
Taxes and Government Royalties	\$ 59,661,587	\$ 17,936,677	\$ 2,958,277	\$ 8,551,971
Royalties Paid to Third Parties	\$ 19,908,130	\$ 8,723,016	\$ 17,685,113	\$ 11,492,025
Land Use & Compensation Payments	\$ –	\$ –	\$ –	\$ –
United States				
Total	\$ 3,571,852,531	\$ 3,970,747,567	\$ 3,269,339,943	\$ 2,708,175,923
Annual Payroll	\$ 588,390,911	\$ 662,294,735	\$ 784,651,264	\$ 829,719,087
Community Investments	\$ 6,899,117	\$ 11,825,000	\$ 14,773,676	\$ 12,346,211
Purchases of goods/services	\$ 2,101,725,593	\$ 2,850,271,467	\$ 2,286,425,306	\$ 1,635,296,311
Local Purchases	\$ 610,724,570	\$ 1,607,717,181	\$ 690,877,555	\$ 410,432,023
National Purchases	\$ 1,491,001,023	\$ 1,242,554,286	\$ 1,595,547,751	\$ 1,224,864,288
Taxes and Government Royalties	\$ 765,478,781	\$ 387,829,494	\$ 115,332,611	\$ 174,447,879
Royalties Paid to Third Parties	\$ 109,358,129	\$ 58,526,871	\$ 68,157,087	\$ 55,934,688
Land Use & Compensation Payments				\$ 431,748

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY		EMPLOYEES	
		2012	2013	2014	2015
Chile					
Total	\$ 1,772,457,774	\$ 1,298,859,349	\$ 894,051,280	\$ 194,600,629	
Annual Payroll	\$ 204,225,993	\$ 191,596,448	\$ 166,474,638	\$ 49,083,615	
Community Investments	\$ 8,936,145	\$ 6,603,523	\$ 4,093,436	\$ 3,492,970	
Purchases of goods/services	\$ 1,409,770,141	\$ 996,713,308	\$ 628,321,200	\$ 119,957,165	
Local Purchases	\$ 404,544,784	\$ 324,641,404	\$ 291,196,084	\$ 23,601,936	
National Purchases	\$ 1,005,225,358	\$ 672,071,904	\$ 337,125,115	\$ 96,355,229	
Taxes and Government Royalties	\$ 146,497,508	\$ 79,431,677	\$ 91,806,216	\$ 21,900,072	
Royalties Paid to Third Parties	\$ 3,000,000	\$ 12,292,810	\$ 3,000,000		
Land Use & Compensation Payments	\$ 27,986	\$ 12,221,583	\$ 355,791	\$ 166,807	
Nevada					
Total	\$ 2,386,124,273	\$ 3,177,866,975	\$ 2,830,072,154	\$ 2,148,536,803	
Annual Payroll	\$ 449,696,199	\$ 565,897,273	\$ 557,438,571	\$ 560,606,366	
Community Investments	\$ 3,728,466	\$ 7,373,814	\$ 9,153,179	\$ 10,773,321	
Purchases of goods/services	\$ 1,823,941,479	\$ 2,547,200,026	\$ 2,198,984,889	\$ 1,522,817,532	
Local Purchases	\$ 367,160,948	\$ 1,346,891,596	\$ 644,604,152	\$ 383,536,529	
National Purchases	\$ 1,456,780,531	\$ 1,200,308,430	\$ 1,554,380,737	\$ 1,139,281,003	
Taxes and Government Royalties	not reported on a state level				
Royalties Paid to Third Parties	\$ 108,758,129	\$ 57,395,862	\$ 64,495,514	\$ 54,339,584	
Land Use & Compensation Payments	\$ –	\$ –	\$ –		
Dominican Republic					
Total	\$ 582,900,254	\$ 3,140,982,060	\$ 692,444,264	\$ 589,635,972	
Annual Payroll	\$ 89,160,750	\$ 73,124,238	\$ 129,630,149	\$ 117,397,266	
Community Investments	\$ 3,792,125	\$ 3,392,762	\$ 4,597,834	\$ 1,546,482	
Purchases of goods/services	\$ 485,140,116	\$ 2,744,633,130	\$ 248,499,548	\$ 257,637,137	
Local Purchases	\$ 10,833,473	\$ 2,945,216	\$ 16,039,429	\$ 19,398,172	
National Purchases	\$ 474,306,643	\$ 2,741,687,914	\$ 232,460,119	\$ 238,238,966	
Taxes and Government Royalties	\$ 4,807,262	\$ 297,965,492	\$ 309,716,733	\$ 213,049,649	
Royalties Paid to Third Parties	\$ –	\$ 21,866,438	\$ –		
Land Use & Compensation Payments				\$ 5,438	
Zambia					
Total	\$ 745,350,582	\$ 595,877,422	\$ 548,492,989	\$ 555,898,128	
Annual Payroll	\$ 93,000,000	\$ 125,943,969	\$ 118,109,483	\$ 83,220,290	
Community Investments	\$ 285,727	\$ 1,703,876	\$ 1,360,379	\$ 1,075,097	
Purchases of goods/services	\$ 605,000,000	\$ 386,988,804	\$ 388,184,103	\$ 329,148,500	
Local Purchases	\$ 546,000,000	\$ 45,960,044	\$ 6,504,489	\$ 52,732,093	
National Purchases	\$ 59,000,000	\$ 341,028,760	\$ 381,679,614	\$ 276,416,407	
Taxes and Government Royalties	\$ 46,967,855	\$ 81,167,722	\$ 40,839,024	\$ 140,840,941	
Royalties Paid to Third Parties	\$ –	\$ –	\$ –		
Land Use & Compensation Payments	\$ 97,000	\$ 73,051		\$ 1,613,301	

ENVIRONMENT	SAFETY AND HEALTH		SOCIETY		EMPLOYEES
	2012	2013	2014	2015	
Papua New Guinea					
Total	\$ 546,717,831	\$ 621,738,325	\$ 622,972,584	\$ 287,139,008	
Annual Payroll	\$ 125,384,286	\$ 171,673,017	\$ 150,747,214	\$ 117,504,572	
Community Investments	\$ 1,446,764	\$ 4,721,871	\$ 3,938,059	\$ 3,188,478	
Purchases of goods/services	\$ 386,772,762	\$ 419,261,162	\$ 450,939,758	\$ 150,076,715	
Local Purchases	\$ 232,901,845	\$ 238,122,266	\$ 294,438,750	\$ 30,285,497	
National Purchases	\$ 153,870,917	\$ 181,138,896	\$ 156,501,008	\$ 119,791,218	
Taxes and Government Royalties	\$ 22,865,049	\$ 17,214,238	\$ 15,739,855	\$ 15,474,441	
Royalties Paid to Third Parties	\$ –	\$ –	\$ –	\$ –	
Land Use & Compensation Payments	\$ 10,248,970	\$ 8,868,037	\$ 1,607,698	\$ 894,802	
SOCIAL DATA BY CATEGORY					
Annual Payroll					
Barrick Total	\$ 2,432,785,772	\$ 2,333,232,190	\$ 2,011,254,686	\$ 1,631,860,838	
Argentina	\$ 174,552,490	\$ 137,510,467	\$ 91,428,568	\$ 109,823,066	
Veladero ¹	\$ 174,552,490	\$ 99,904,436	\$ 78,429,193	\$ 101,517,292	
Lama	\$ –	\$ 37,606,031	\$ 12,999,375	\$ 8,305,773	
Australia	\$ 526,235,745	\$ 360,577,837	\$ 222,445,654	\$ 7,815,643	
Cowal	\$ 51,145,357	\$ 51,451,678	\$ 55,706,759		
KCGM	\$ 141,474,326	\$ 114,654,884	\$ 124,174,690		
Offices (Perth, Cairns) / Other	\$ 333,616,062	\$ 194,471,275	\$ 42,564,205	\$ 7,815,643	
Canada	\$ 247,011,716	\$ 240,655,108	\$ 234,324,498	\$ 223,961,932	
Hemlo	\$ 76,700,697	\$ 95,131,857	\$ 85,211,313	\$ 72,036,454	
Closure	\$ –	\$ 671,827	\$ 776,580	\$ 712,938	
Offices (Toronto, AuTec) / Other	\$ 170,311,019	\$ 144,851,424	\$ 148,336,604	\$ 151,212,541	
Chile	\$ 204,225,993	\$ 191,596,448	\$ 166,474,638	\$ 49,083,615	
Cerro Casale	\$ 6,916,269	\$ 5,557,646	\$ 4,915,157	\$ 2,347,486	
Pascua ²	\$ 73,097,686	\$ 79,269,044	\$ 38,789,035	\$ 30,257,067	
Exploration	\$ –	\$ –	\$ –	\$ 5,727,744	
Offices (Santiago) / Other	\$ 41,172,041	\$ 24,136,185	\$ 30,476,715	\$ 10,751,318	
Zaldívar	\$ 83,039,997	\$ 82,633,573	\$ 92,293,731		
Dominican Republic – Pueblo Viejo	\$ 89,160,750	\$ 73,124,238	\$ 129,630,149	\$ 117,397,266	
Papua New Guinea – Porgera	\$ 125,384,286	\$ 171,673,017	\$ 150,747,214	\$ 117,504,572	
Peru	\$ 141,689,502	\$ 125,088,898	\$ 94,035,555	\$ 74,984,954	
Lagunas Norte	\$ 70,845,215	\$ 61,880,640	\$ 50,312,819	\$ 40,894,006	
Pierina	\$ 48,150,369	\$ 39,397,454	\$ 26,307,434	\$ 20,449,830	
Offices (Lima) / Other	\$ 22,693,918	\$ 23,810,804	\$ 17,415,302	\$ 13,641,118	
Saudi Arabia – Jabal Sayid	\$ 29,482,817	\$ 26,797,900	\$ 19,407,664	\$ 18,350,414	
Tanzania	\$ 213,651,562	\$ 217,969,573			
Bulyanhulu	\$ 76,738,871	\$ 78,284,832			
Buzwagi	\$ 32,371,578	\$ 32,355,095			
North Mara	\$ 42,767,485	\$ 47,874,325			
Tulawaka	\$ 16,086,762	\$ 13,225,740			
Offices (Dar Es Salaam) / Other	\$ 45,686,866	\$ 46,229,581			

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY		EMPLOYEES	
	2012	2013	2014	2015	
United States	\$ 588,390,911	\$ 662,294,735	\$ 784,651,264	\$ 829,719,087	
Nevada	\$ 449,696,199	\$ 532,170,718	\$ 557,438,571	\$ 560,606,366	
Cortez	\$ 131,803,952	\$ 170,817,230	\$ 172,855,360	\$ 190,958,646	
Goldstrike	\$ 197,527,935	\$ 242,126,226	\$ 232,106,801	\$ 259,216,948	
Turquoise Ridge	\$ 44,711,776	\$ 52,228,186	\$ 72,218,348	\$ 85,869,439	
Offices (Elko, Henderson) / Other	\$ 18,950,602	\$ –	\$ 22,326,443	\$ 98,103,986	
Bald Mountain	\$ 41,719,795	\$ 50,493,826	\$ 54,426,532		
Ruby Hill	\$ 14,982,139	\$ 16,505,250	\$ 3,505,087		
Golden Sunlight	\$ 19,017,878	\$ 23,632,815	\$ 21,192,318	\$ 32,791,766	
Donlin Gold	\$ 5,526,574	\$ 14,369,702	\$ 5,073,761	\$ 4,799,272	
Closure	\$ –	\$ 4,106,870	\$ 2,890,413	\$ 5,425,267	
Offices (Salt Lake City) / Other	\$ 114,150,260	\$ 88,014,629	\$ 198,056,200	\$ 226,096,415	
Zambia – Lumwana	\$ 93,000,000	\$ 125,943,969	\$ 118,109,483	\$ 83,220,290	
1 Includes offices and exploration 2 Includes figures for Pascua–Lama for 2012					
International Purchases					
Barrick Total	\$ 1,380,796,552	\$ 2,019,018,199	\$ 1,247,369,525	\$ 769,288,140	
Argentina	\$ 46,801,521	\$ 999,643,866	\$ 94,729,417	\$ 63,809,320	
Veladero ¹	\$ 46,801,521	\$ 47,673,109	\$ 47,848,245	\$ 55,918,152	
Lama	\$ –	\$ 951,970,757	\$ 46,881,172	\$ 7,891,168	
Australia	\$ 7,603,586	\$ 3,738,914	\$ 6,269,186	\$ –	
Cowal	\$ 373,494	\$ 529,103	\$ 287,045		
KCGM	\$ 616,277	\$ 448,000	\$ 4,200,000		
Offices (Perth, Cairns) / Other	\$ 6,613,815	\$ 2,761,811	\$ 1,782,141	\$ –	
Canada	\$ 123,083,964	\$ 93,520,579	\$ 433,293,034	\$ 103,442,833	
Hemlo	\$ 9,380	\$ 2,277,946	\$ 3,896,871	\$ 3,764,923	
Closure	\$ –	\$ 122,946	\$ –	\$ –	
Offices (Toronto, AuTec) / Other	\$ 123,074,584	\$ 91,119,687	\$ 429,396,163	\$ 99,677,910	
Chile	\$ 117,602,029	\$ 143,227,398	\$ 64,285,635	\$ 28,602,762	
Cerro Casale	\$ 296,175	\$ 602,191	\$ –	\$ 639,335	
Pascua ²	\$ 24,128,246	\$ 111,061,673	\$ 15,577,055	\$ 27,673,702	
Exploration	\$ –	\$ –	\$ –	\$ 218,692	
Offices (Santiago) / Other	\$ 11,231,894	\$ 561,930	\$ –	\$ 71,033	
Zaldívar	\$ 81,945,714	\$ 31,001,604	\$ 48,708,580		
Dominican Republic – Pueblo Viejo	\$ 484,281,707	\$ 162,086,341	\$ 449,940,000	\$ 271,453,509	
Papua New Guinea – Porgera	\$ 52,968,385	\$ 75,826,509	\$ 44,337,658	\$ 178,519,550	
Peru	\$ 42,944,205	\$ 3,634,237	\$ 9,725,095	\$ 20,975,080	
Lagunas Norte	\$ 28,623,847	\$ 1,804,441	\$ 6,397,545	\$ 7,272,780	
Pierina	\$ 14,320,357	\$ 275,658	\$ 2,461,917	\$ 8,095,578	
Offices (Lima) / Other	\$ –	\$ 1,554,138	\$ 865,633	\$ 5,606,722	
Saudi Arabia – Jabal Sayid	\$ 24,051,555	\$ 28,935,119	\$ 5,890,604	\$ 21,489,305	
Tanzania	\$ 309,084,481	\$ 338,480,569			
Bulyanhulu	\$ 89,446,986	\$ 144,733,001			

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY		EMPLOYEES	
	2012	2013	2014	2015	
Buzwagi	\$ 132,675,688	\$ 110,079,878			
North Mara	\$ 67,886,452	\$ 59,204,106			
Tulawaka	\$ 12,661,106	\$ 3,398,634			
Offices (Dar Es Salaam) / Other	\$ 6,414,249	\$ 21,064,950			
United States	\$ 83,375,119	\$ 69,145,000	\$ 72,042,495	\$ 32,525,586	
Nevada	\$ 76,895,283	\$ 65,413,193	\$ 69,370,392	\$ 30,960,578	
Cortez	\$ 5,309,873	\$ 3,228,487	\$ 7,505,057		
Goldstrike	\$ 68,591,527	\$ 60,801,121	\$ 56,481,160		
Turquoise Ridge	\$ 1,762,051	\$ 381,555	\$ 3,982,763		
Offices (Elko, Henderson) / Other	\$ –	\$ –	\$ –		
Bald Mountain	\$ 671,031	\$ 391,506	\$ 541,514		
Ruby Hill	\$ 560,801	\$ 610,525	\$ 859,898		
Golden Sunlight	\$ 1,946,821	\$ 2,038,996	\$ 1,331,761	\$ 600,461	
Donlin Gold	\$ 4,533,015	\$ 1,692,810	\$ 1,340,342	\$ 964,548	
Closure	\$ –	\$ –	\$ –	\$ –	
Offices (Salt Lake City) / Other	\$ –	\$ –	\$ –	\$ –	
Zambia – Lumwana	\$ 89,000,000	\$ 100,779,669	\$ 66,856,401	\$ 48,470,195	
1 Includes offices and exploration 2 Includes figures for Pascua–Lama for 2012					
National Purchases					
Barrick Total	\$ 5,272,532,043	\$ 7,627,729,095	\$ 4,331,077,578	\$ 2,511,716,145	
Argentina	\$ 256,817,322	\$ 821,486,961	\$ 676,593,300	\$ 246,881,289	
Veladero ¹	\$ 256,817,322	\$ 315,956,978	\$ 459,622,929	\$ 234,464,785	
Lama	\$ –	\$ 505,529,984	\$ 216,970,371	\$ 12,416,504	
Australia	\$ 755,806,737	\$ 817,410,521	\$ 554,845,762	\$ –	
Cowal	\$ 88,061,457	\$ 131,115,745	\$ 195,637,244		
KCGM	\$ 515,434,214	\$ 603,750,000	\$ 336,000,000		
Offices (Perth, Cairns) / Other	\$ 152,311,066	\$ 82,544,776	\$ 23,208,518	\$ –	
Canada	\$ 255,572,166	\$ 235,024,377	\$ 34,347,849	\$ 33,222,171	
Hemlo	\$ 1,470,618	\$ 198,762,408	\$ 23,765,026	\$ 23,270,956	
Closure	\$ –	\$ 1,564,492	\$ –	\$ 144,339	
Offices (Toronto, AuTec) / Other	\$ 254,101,548	\$ 34,697,477	\$ 10,582,823	\$ 9,806,876	
Chile	\$ 1,005,225,358	\$ 672,071,904	\$ 337,125,115	\$ 96,355,229	
Cerro Casale	\$ 43,163,901	\$ 18,799,392	\$ –	\$ 4,290,206	
Pascua ²	\$ 651,965,643	\$ 457,060,636	\$ 143,181,589	\$ 83,537,750	
Exploration	\$ –	\$ –	\$ –	\$ 5,559,548	
Offices (Santiago) / Other	\$ 60,392,486	\$ 5,805,766	\$ 24,000,000	\$ 2,967,725	
Zaldívar	\$ 249,703,328	\$ 190,406,109	\$ 169,943,526		
Dominican Republic – Pueblo Viejo	\$ 474,306,643	\$ 2,741,687,914	\$ 232,460,119	\$ 238,238,966	
Papua New Guinea – Porgera	\$ 153,870,917	\$ 181,138,896	\$ 156,501,008	\$ 119,791,218	
Peru	\$ 305,371,525	\$ 159,589,260	\$ 335,725,078	\$ 274,777,282	
Lagunas Norte	\$ 227,299,423	\$ 110,299,783	\$ 258,115,469	\$ 193,967,508	
Pierina	\$ 78,072,102	\$ 27,850,779	\$ 61,369,789	\$ 50,000,809	
Offices (Lima) / Other	\$ –	\$ 21,438,698	\$ 16,239,820	\$ 30,808,965	

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY		EMPLOYEES	
	2012	2013	2014	2015	
Saudi Arabia – Jabal Sayid	\$ 89,823,162	\$ 79,029,762	\$ 26,251,982	\$ 1,169,297	
Tanzania	\$ 425,737,190	\$ 336,706,454			
Bulyanhulu	\$ 95,345,026	\$ 89,925,059			
Buzwagi	\$ 136,677,133	\$ 110,896,887			
North Mara	\$ 92,679,605	\$ 109,687,121			
Tulawaka	\$ 33,195,936	\$ 17,355,451			
Offices (Dar Es Salaam) / Other	\$ 67,839,490	\$ 8,841,935			
United States	\$ 1,491,001,023	\$ 1,242,554,286	\$ 1,595,547,751	\$ 1,224,864,288	
Nevada	\$ 1,456,780,531	\$ 1,200,308,430	\$ 1,554,380,737	\$ 1,139,281,003	
Cortez	\$ 577,492,178	\$ 367,151,554	\$ 418,545,249		
Goldstrike	\$ 555,746,952	\$ 669,737,302	\$ 932,336,190		
Turquoise Ridge	\$ 139,837,962	\$ 64,674,057	\$ 54,780,212		
Offices (Elko, Henderson) / Other	\$ –	\$ –	\$ –		
Bald Mountain	\$ 126,133,276	\$ 58,546,296	\$ 113,125,054		
Ruby Hill	\$ 57,570,164	\$ 40,199,221	\$ 35,594,032		
Golden Sunlight	\$ 29,980,590	\$ 32,130,995	\$ 30,561,372	\$ 30,009,526	
Donlin Gold	\$ 4,239,902	\$ 10,114,862	\$ 10,605,642	\$ 15,936,012	
Closure	\$ –	\$ –	\$ –	\$ 39,637,747	
Offices (Salt Lake City) / Other	\$ –	\$ –	\$ –	\$ –	
Zambia – Lumwana	\$ 59,000,000	\$ 341,028,760	\$ 381,679,614	\$ 276,416,407	
1 Includes offices and exploration 2 Includes figures for Pascua–Lama for 2012					
Local Purchases					
Barrick Total	\$ 3,805,415,211	\$ 3,519,277,722	\$ 2,311,095,114	\$ 1,103,059,847	
Argentina	\$ 249,103,088	\$ 341,990,635	\$ 139,396,466	\$ 243,422,325	
Veladero ¹	\$ 249,103,088	\$ 230,051,465	\$ 3,284,901	\$ 216,680,905	
Lama	\$ –	\$ 111,939,170	\$ 136,111,565	\$ 26,741,420	
Australia	\$ 931,839,384	\$ 666,112,313	\$ 476,351,797	\$ –	
Cowal	\$ 128,318,899	\$ 132,300,148	\$ 50,554,764		
KCGM	\$ 138,346,259	\$ 42,531,000	\$ 389,000,000		
Offices (Perth, Cairns) / Other	\$ 665,174,226	\$ 491,281,165	\$ 36,797,033	\$ –	
Canada	\$ 616,671,248	\$ 169,767,526	\$ 386,446,129	\$ 285,966,770	
Hemlo	\$ 188,319,579	\$ –	\$ 166,485,009	\$ 160,298,752	
Closure	\$ –	\$ –	\$ –	\$ –	
Offices (Toronto, AuTec) / Other	\$ 428,351,670	\$ 169,767,526	\$ 219,961,120	\$ 125,668,018	
Chile	\$ 404,544,784	\$ 324,641,404	\$ 291,196,084	\$ 23,601,936	
Cerro Casale	\$ 12,277,915	\$ 8,542,561	\$ –	\$ 2,375,379	
Pascua ²	\$ 107,217,414	\$ 56,543,655	\$ 13,412,792	\$ 13,289,603	
Exploration	\$ –	\$ –	\$ –	\$ 7,936,954	
Offices (Santiago) / Other	\$ 5,393,643	\$ 10,922,187	\$ –	\$ –	
Zaldivar	\$ 279,655,812	\$ 248,633,001	\$ 277,783,292		
Dominican Republic – Pueblo Viejo	\$ 10,833,473	\$ 2,945,216	\$ 16,039,429	\$ 19,398,172	
Papua New Guinea – Porgera	\$ 232,901,845	\$ 238,122,266	\$ 294,438,750	\$ 30,285,497	

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY		EMPLOYEES	
	2012	2013	2014	2015	
Peru	\$ 34,330,433	\$ 9,767,811	\$ 9,388,610	\$ 12,007,622	
Lagunas Norte	\$ 24,116,553	\$ 5,482,238	\$ 3,758,788	\$ 5,597,696	
Pierina	\$ 10,213,880	\$ 3,431,552	\$ 5,628,580	\$ 6,409,926	
Offices (Lima) / Other	\$ –	\$ 854,021	\$ 1,242	\$ –	
Saudi Arabia – Jabal Sayid	\$ 43,616,200	\$ 674,396	\$ 455,804	\$ 25,213,409	
Tanzania	\$ 124,850,185	\$ 111,578,929			
Bulyanhulu	\$ 30,233,009	\$ 19,539,895			
Buzwagi	\$ 27,017,887	\$ 24,506,000			
North Mara	\$ 49,848,235	\$ 43,872,305			
Tulawaka	\$ 13,744,197	\$ 11,993,497			
Offices (Dar Es Salaam) / Other	\$ 4,006,857	\$ 11,667,231			
United States	\$ 610,724,570	\$ 1,607,717,181	\$ 690,877,555	\$ 410,432,023	
Nevada	\$ 367,160,948	\$ 1,346,891,596	\$ 644,604,152	\$ 383,536,529	
Cortez	\$ 118,206,694	\$ 307,028,269	\$ 61,949,383		
Goldstrike	\$ 187,971,314	\$ 572,250,612	\$ 294,905,900		
Turquoise Ridge	\$ 30,687,489	\$ 137,092,852	\$ 147,308,863		
Offices (Elko, Henderson) / Other	\$ –	\$ –	\$ –		
Bald Mountain	\$ 19,823,943	\$ 67,140,408	\$ 16,877,981		
Ruby Hill	\$ 10,471,508	\$ 263,379,455	\$ 123,562,025		
Golden Sunlight	\$ 47,084,288	\$ 42,928,508	\$ 32,542,608	\$ 24,671,720	
Donlin Gold	\$ 20,257,230	\$ 13,826,575	\$ 13,396,212	\$ 2,223,775	
Closure ³	\$ 275,678	\$ –	\$ 334,583	\$ –	
Offices (Salt Lake City) / Other	\$ 175,946,427	\$ 204,070,502	\$ –	\$ –	
Zambia – Lumwana	\$ 546,000,000	\$ 45,960,044	\$ 6,504,489	\$ 52,732,093	
1 Includes offices and exploration. 2 Includes figures for Pascua–Lama for 2012.					
Community Investments					
Barrick Total	\$ 54,367,368	\$ 80,831,117	\$ 54,941,194	\$ 37,763,060	
Argentina	\$ 1,410,659	\$ 15,588,663	\$ 5,467,929	\$ 1,928,975	
Veladero ¹	\$ 1,410,659	\$ 1,265,372	\$ 1,072,888		
Lama	\$ –	\$ 14,323,291	\$ 4,395,041		
Australia	\$ 2,756,700	\$ 1,990,330	\$ 2,116,834		
Cowal	\$ 1,183,206	\$ 1,133,191	\$ 1,742,968		
KCGM	\$ 388,635	\$ 533,929	\$ 373,866		
Offices (Perth, Cairns) / Other	\$ 1,184,858	\$ 323,209	\$ –		
Canada	\$ 5,496,955	\$ 5,202,256	\$ 5,106,193	\$ 3,221,543	
Hemlo	\$ 458,050	\$ 390,268	\$ 499,805	\$ 987,475	
Closure	\$ 16,925	\$ 5,340	\$ 5,484	\$ –	
Offices (Toronto, AuTec) / Other	\$ 5,021,980	\$ 4,806,648	\$ 4,600,904	\$ 2,234,068	

ENVIRONMENT	SAFETY AND HEALTH		SOCIETY		EMPLOYEES	
	2012	2013	2014	2015		
Chile	\$ 8,936,145	\$ 6,603,523	\$ 4,093,436	\$ 3,492,970		
Cerro Casale	\$3,234,837	\$929,423	\$464,155	\$905,100		
Pascua ²	\$2,995,192	\$4,150,491	\$598,509	\$2,587,870		
Exploration	\$ –	\$ –	\$ –			
Offices (Santiago) / Other	\$ 312,332	\$ 185,528	\$ 294,476			
Zaldivar	\$ 2,393,784	\$ 1,338,082	\$ 2,736,295			
Dominican Republic – Pueblo Viejo	\$ 3,792,125	\$ 3,392,762	\$ 4,597,834	\$ 1,546,482		
Papua New Guinea – Porgera	\$ 1,446,764	\$ 4,721,871	\$ 3,938,059	\$ 3,188,478		
Peru	\$ 11,814,073	\$ 18,282,841	\$ 13,486,855	\$ 10,963,304		
Lagunas Norte	\$ 4,049,222	\$ 9,203,776	\$ 8,364,200	\$ 7,073,870		
Pierina	\$ 7,764,851	\$ 9,066,700	\$ 5,078,307	\$ 3,889,434		
Offices (Lima) / Other	\$ –	\$ 12,365	\$ 44,348			
Saudi Arabia – Jabal Sayid	\$ 234,489	\$ 53,333	\$ –	\$ –		
Tanzania	\$ 11,294,613	\$ 11,466,661				
Bulyanhulu	\$ 414,604	\$ 386,439				
Buzwagi	\$ 725,886	\$ 202,123				
North Mara	\$ 7,335,443	\$ 6,829,731				
Tulawaka	\$ 796,920	\$ 2,644,689				
Offices (Dar Es Salaam) / Other	\$ 2,021,760	\$ 1,403,680				
United States	\$ 6,899,117	\$ 11,825,000	\$ 14,773,676	\$ 12,346,211		
Nevada	\$ 3,704,666	\$ 7,293,114	\$ 9,129,379	\$ 10,773,321		
Cortez	\$ 1,477,566	\$ 223,352	\$ 164,500			
Goldstrike	\$ 355,317	\$ 390,132	\$ 347,200			
Turquoise Ridge	\$ 144,943	\$ 81,532	\$ 60,200			
Offices (Elko, Henderson) / Other	\$ 1,576,075	\$ 6,505,444	\$ 8,497,179			
Bald Mountain	\$ 111,464	\$ 63,229	\$ 51,700			
Ruby Hill	\$ 39,300	\$ 29,425	\$ 8,600			
Golden Sunlight	\$ 128,986	\$ 338,034	\$ 143,149	\$ 63,146		
Donlin Gold	\$ 599,728	\$ 1,201,484	\$ 1,463,405	\$ 1,506,744		
Closure	\$ 82,520	\$ 54,869	\$ 68,813	\$ 3,000		
Offices (Salt Lake City) / Other	\$ 2,383,217	\$ 2,937,500	\$ 3,968,930	\$ –		
Zambia – Lumwana	\$ 285,727	\$ 1,703,876	\$ 1,360,379	\$ 1,075,097		
1 Includes payments to social investment funds in Peru.						
Type of Community Investments						
Barrick Total				\$ 37,763,065		
Arts, Culture & Sports				\$ 2,395,333		
Community Engagement				\$ 3,162,861		
Economic Development				\$ 7,223,198		
Education				\$ 7,713,863		
Environment				\$ 2,423,450		
Health				\$ 2,694,114		
Other Activities ¹				\$ 9,671,072		
Infrastructure				\$ 2,479,168		
1 Includes offices and exploration; 2 Includes figures for Pascua–Lama for 2012; 3 US Closure expenses in 2015 included in NV Offices / Other						

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY		EMPLOYEES	
		2012	2013	2014	2015
Taxes and Government Royalties Paid					
Barrick Total	\$ 2,060,010,249	\$ 1,570,859,956	\$ 1,021,482,332	\$ 791,087,548	
Argentina	\$ 341,089,093	\$ 219,025,400	\$ 216,798,169	\$ 52,935,429	
Australia	\$ 193,659,635	\$ 231,590,731	\$ 25,818,516	\$ 38,597,000	
Canada	\$ 59,661,587	\$ 17,936,677	\$ 2,958,277	\$ 8,551,971	
Chile	\$ 146,497,508	\$ 79,431,677	\$ 91,806,216	\$ 21,900,072	
Dominican Republic	\$ 4,807,262	\$ 297,965,492	\$ 309,716,733	\$ 213,049,649	
Papua New Guinea	\$ 22,865,049	\$ 17,214,238	\$ 15,739,855	\$ 15,474,441	
Peru	\$ 397,058,437	\$ 186,023,658	\$ 202,439,580	\$ 125,207,578	
Saudi Arabia	\$ 1,127,518	\$ 965,768	\$ 33,351	\$ 82,589	
Tanzania	\$ 80,797,523	\$ 51,709,099			
United States	\$ 765,478,781	\$ 387,829,494	\$ 115,332,611	\$ 174,447,879	
Zambia	\$ 46,967,855	\$ 81,167,722	\$ 40,839,024	\$ 140,840,941	
Royalties Paid to Third-parties					
Barrick Total	\$ 136,061,477	\$ 112,294,715	\$ 88,842,200	\$ 67,891,321	
Argentina	\$ –	\$ –	\$ 464,607		
Australia	\$ –	\$ –	\$ –		
Canada	\$ 19,908,130	\$ 8,723,016	\$ 17,685,113	\$ 11,492,025	
Chile	\$ 3,000,000	\$ 12,292,810	\$ 3,000,000	\$ –	
Dominican Republic	\$ –	\$ 21,866,438	\$ –	\$ –	
Papua New Guinea	\$ –	\$ –	\$ –	\$ –	
Peru	\$ –	\$ –	\$ –	\$ –	
Saudi Arabia	\$ –	\$ –	\$ –	\$ –	
Tanzania	\$ 3,795,218	\$ 10,885,580			
United States	\$ 109,358,129	\$ 58,526,871	\$ 68,157,087	\$ 55,934,688	
Zambia	\$ –	\$ –	\$ –	\$ –	
Land Use & Compensation Payments					
Barrick Total	\$ 10,373,956	\$ 21,162,671	\$ 6,770,201	\$ 4,226,498	
Argentina	\$ –	\$ –	\$ 2,983,345	\$ 614,402	
Australia	\$ –	\$ –	\$ 137,310		
Canada	\$ –	\$ –	\$ –	\$ –	
Chile	\$ 27,986	\$ 12,221,583	\$ 355,791	\$ 166,807	
Dominican Republic	\$ –	\$ –	\$ –	\$ 5,438	
Papua New Guinea	\$ 10,248,970	\$ 8,868,037	\$ 1,607,698	\$ 894,802	
Peru	\$ –	\$ –	\$ 1,686,056	\$ 500,000	
Saudi Arabia	\$ –	\$ –	\$ –	\$ –	
Tanzania	\$ –	\$ –			
United States	\$ –	\$ –	\$ –	\$ 431,748	
Zambia	\$ 97,000	\$ 73,051	\$ –	\$ 1,613,301	

ENVIRONMENT	SAFETY AND HEALTH		SOCIETY		EMPLOYEES		
						2015	
Workforce Composition							
	EMPLOYEES				CONTRACTORS ¹	TOTAL WORKFORCE	
		MALE	FEMALE	TOTAL			
Barrick Total	Number	12,954	1,544	14,498	12,836	27,334	
	Percentage	89%	11%				
Argentina	Number	1,195	64	1,259	1,864	3,123	
	Percentage	95%	5%				
Canada	Number	538	110	648	194	842	
	Percentage	83%	17%				
Chile	Number	246	48	294	485	779	
	Percentage	84%	16%				
Dominican Republic	Number	1,887	236	2,123	2,292	4,415	
	Percentage	89%	11%				
Papua New Guinea	Number	2,518	255	2,773	1,255	4,028	
	Percentage	91%	9%				
Peru	Number	1,161	103	1,264	2,353	3,617	
	Percentage	92%	8%				
Saudi Arabia	Number	197	–	197	371	568	
	Percentage	100%	0%				
United States	Number	3,668	543	4,211	1,995	6,206	
	Percentage	87%	13%				
Zambia	Number	1,544	185	1,729	2,027	3,756	
	Percentage	89%	11%				
1 Data on composition of contractor workforce by gender is unavailable							
Employees by Gender and Employment Type							
	FEMALE %		MALE %		TOTAL %		
Full-Time	10.7%		89.0%		92.8%		
Part-Time	75.0%		25.0%		0.1%		
Fixed term full-time	10.3%		89.7%		6.5%		
Fixed term part-time	9.5%		90.5%		0.3%		
Casual	27.5%		72.5%		0.4%		
Barrick Total	10.7%		89.4%		100.0%		
Employees by Category and Diversity							
	TOTAL %	GENDER %		MINORITY GROUP	AGE GROUP %		
		MALE	FEMALE		<30	30–50	>50
Executives	0.7%	84.3%	15.7%	3.7%	0.0%	59.3%	40.7%
Management Level	6.0%	87.0%	13.0%	4.4%	0.8%	68.1%	31.1%
Non-Management Employees	93.3%	89.5%	10.5%	6.8%	18.7%	64.6%	16.7%
Barrick Total	100.0%	89.4%	10.6%	6.6%	17%	65%	18%

ENVIRONMENT	SAFETY AND HEALTH	SOCIETY	EMPLOYEES
			2015
Ratio Male to Female Salary			
Barrick Total			0.92
Argentina			0.98
Canada			0.94
Chile			1.21
Dominican Republic			1.02
Papua New Guinea			1.38
Peru			0.88
Saudi Arabia			N/A
United States			1.07
Zambia			1.11
Total Workforce Composition			
		PERCENTAGE NATIONALS	PERCENTAGE FROM THE LOCAL AREA
Barrick Total		96%	64%
Argentina		96%	78%
Canada		94%	94%
Chile		91%	34%
Dominican Republic		93%	48%
Papua New Guinea		93%	29%
Peru		100%	44%
Saudi Arabia		90%	22%
United States		99%	99%
Zambia		96%	60%
Mine Senior Management who are Nationals			
Hemlo			100%
Goldstrike			91%
Cortez			100%
Turquoise Ridge			100%
Lagunas			82%
Pierina			80%
Veladero			60%
Lumwana			38%
Porgera			10%
Employee Turnover			
Total employee turnover rate as a percentage of total employees			13.5%
Voluntary employee turnover rate as a percentage of total employees			4.5%
Total number of employees laid-off in the last fiscal year			1,333
Employees receiving performance and career development reviews			
		MALE	FEMALE
Executives		100%	100%
Managers		100%	100%
Non-management employees		63%	67%



SECTION 9 GRI Index

For our 2015 Responsibility Report, we have combined our Global Reporting Initiative (GRI) G4-based sustainability reporting with the requirements for the annual United Nations Global Compact (UNGC) Communication on Progress and the International Council on Mining and Metals (ICMM) Sustainable Development Principles in the Table below. We will also post an electronic version of this table and a link to the 2015 Responsibility Report on the UNGC website.

Barrick Gold Corporation UNGC Communication on Progress 2015

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

I hope you will find this Communication on Progress informative and I invite you to view the Barrick [website](#), our annual Responsibility Report, and the Beyond Borders stakeholder publications for further detailed information on our commitment to corporate social responsibility and the principles of the UNGC.

Kelvin Dushnisky
President

The following Communication on Progress provides an overview of Barrick's key achievements in 2015 and objectives for 2016, aligned with the UNGC principles and the indicators corresponding with the GRI Sustainability Reporting Guidelines, Mining and Metals Sector Supplement. As Barrick is a member of the ICMM, we have also linked this annual update with ICMM's Sustainable Development principles.

General Standard Disclosures for 2015

CATEGORY	G4 INDICATOR	DESCRIPTION	REPORTED	ICMM SUSTAINABLE DEVELOPMENT PRINCIPLES	UN GLOBAL COMPACT: COP ADDRESSED	LOCATION / COMMENT
STRATEGY AND ANALYSIS	G4-1	CEO Letter	Fully	2, 10	Barrick's Statement of Continuing Support for the UNGP	President's Message
	G4-2	Key Impacts, Risks, and Opportunities	Fully	2, 4		President's Message
ORGANIZATIONAL PROFILE	G4-3	Organizational Name	Fully		No specific COP requirement. Description of Barrick's size, nature and locations provide the context for understanding our actions and performance on UNGC Principles.	AIF , page 11
	G4-4	Brands, products and services	Fully			AIF , page 11
	G4-5	Headquarters	Fully			AIF , page 11
	G4-6	Number of countries where the organization operates	Fully			AIF , page 11
	G4-7	Nature of ownership and legal form	Fully			AIF , page 11
	G4-8	Markets served	Fully			AIF , page 11; Products
	G4-9	Scale of Organization	Fully			Annual Report , page 5, page 48
	G4-10	Workforce	Fully		6	Our People
	G4-11	Workforce covered by collective bargaining agreements	Fully		1, 3	Labor Organizations
	G4-12	Describe the organizations supply chain	Fully	9		Supply Chain
	G4-13	Significant Changes	Fully			AIF , page 11

CATEGORY	G4 INDICATOR	DESCRIPTION	REPORTED	ICMM SUSTAINABLE DEVELOPMENT PRINCIPLES	UN GLOBAL COMPACT: COP ADDRESSED	LOCATION / COMMENT
COMMITMENTS TO EXTERNAL INITIATIVES	G4-14	Precautionary Approach	Fully	2	7	Since there may be significant impacts to the environment due to our operations, Barrick is committed to using a precautionary approach throughout the life of a mine. When contemplating changes to mine plans we first assess potential environmental impacts, and then evaluate how to avoid, control or mitigate these impacts, even when there is a lack of scientific certainty as to the likelihood or magnitude of the impacts.
	G4-15	External Initiatives and Commitments	Fully	1, 2		Our Stakeholders & External Commitments
	G4-16	Memberships and Associations	Fully	2, 10		Government Affairs – Industry Associations
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES	G4-17	Organizational Entities	Fully	10		Annual Report , page 29
	G4-18	Materiality Process	Fully	10		About this Report
	G4-19	Materiality Process - aspects identified	Fully	10		Materiality Process
	G4-20	Materiality Process - boundary internal	Fully	10		GRI-Content Index
	G4-21	Materiality Process - boundary external	Fully	10		GRI-Content Index
	G4-22	Restatement of Information	Fully	10		GRI-Content Index
	G4-23	Significant changes in the Scope and Aspect Boundaries	Fully	10		About this Report
STAKEHOLDER ENGAGEMENT	G4-24	Stakeholder groups	Fully	10	Barrick has shared progress on implementation of the UNGC Principles with stakeholders throughout this report.	This is Barrick's first year reporting to G4.
	G4-25	Identification and selection of stakeholders	Fully	10		Our Stakeholders
	G4-26	Approach to stakeholder engagement	Fully	10		Our Stakeholders
	G4-27	Key topics and concerns raised through stakeholder engagement	Fully	10		Our Stakeholders

CATEGORY	G4 INDICATOR	DESCRIPTION	REPORTED	ICMM SUSTAINABLE DEVELOPMENT PRINCIPLES	UN GLOBAL COMPACT: COP ADDRESSED	LOCATION / COMMENT
REPORT PROFILE	G4-28	Reporting period	Fully	10		About this Report
	G4-29	Date of Previous report	Fully	10		About this Report
	G4-30	Reporting cycle	Fully	10		About this Report
	G4-31	Contact point	Fully	10		About this Report
	G4-32	GRI Content Index	Fully	10		GRI Content Index
	G4-33	Assurance	Fully	10		Reporting
GOVERNANCE STRUCTURE AND COMPOSITION	G4-34	Governance Structure	Fully	1, 2, 4	10	Responsible Mining Governance
	G4-35	Delegating authority for economic, environmental and social topics	Fully			Responsible Mining Governance
	G4-36	Executive-level position or positions with responsibility for economic, environmental and social topics	Fully			Responsible Mining Governance
	G4-37	Consultation between stakeholders and the highest governance body on economic, environmental and social topics	Fully			CSR Advisory Board
	G4-38	Board Composition	Partially			Annual Information Circular , p 17
	G4-39	Executive Chairman	Fully			Annual Information Circular , p. 104
	G4-40	Criteria for board selection	Fully			Annual Information Circular , p. 90
	G4-41	Conflicts of Interest	Fully			Annual Information Circular , p. 95-97
REMUNERATION AND INCENTIVES	G4-51	Remuneration policies for board and senior executives	Fully			Annual Information Circular , p. 42-83
	G4-52	Process for determining remuneration	Fully			Annual Information Circular , p. 42-83
	G4-53	Stakeholder views on compensation	Fully			Annual Information Circular , p. 42-83
ETHICS AND INTEGRITY	G4-56	Values and Code		1, 2, 4	1, 2, 6, 10	Responsible Mining Governance

CATEGORY	G4 INDICATOR	DESCRIPTION	ICMM SUSTAINABLE DEVELOPMENT PRINCIPLES	UN GLOBAL COMPACT: COP ADDRESSED	MATERIAL	REPORTED	INTERNAL BOUNDARY	EXTERNAL BOUNDARY	LOCATION / COMMENT
ECONOMIC PERFORMANCE	G4DMA	Description of management approach	1	6, 10	Yes	Fully	All	Shareholders	Social and Economic Development
	G4-EC1	Direct economic value generated and distributed;							Social and Economic Development, Data Tables
		Countries of Operation who are members of EITI	2, 4, 9		Yes	Fully	All	Shareholders	Social and Economic Development; Annual Report p3; p122
	G4-EC3	Coverage of the organization's defined benefit plan obligations			Yes	Partially	All	Shareholders	Annual Report p116
	G4-EC4	Financial assistance received from government			Yes		All	Shareholders	Barrick does not receive financial assistance from governments.
MARKET PRESENCE	G4 DMA	Description of management approach	1	6	Yes	Fully	All	Governments	Social and Economic Development
	G4-EC6	Proportion of senior management hired from the local community at significant locations of operation; MM - Proportion of total workforce from the local community	2, 9		Yes	Fully	All	Governments	Social and Economic Development
INDIRECT ECONOMIC IMPACTS	G4 DMA	Description of management approach	1		No	Partially	All	Industry Peers, Governments, Suppliers, Contractors	Social and Economic Development
	G4-EC7	Development and impact of infrastructure investments and services supported	9		No	Partially	All	Industry Peers, Governments, Suppliers, Contractors	Social and Economic Development (Social Investment)
	G4-EC8	Significant indirect economic impacts, including the extent of impacts			No	Partially	All	Industry Peers, Governments, Suppliers, Contractors	Social and Economic Development (Indirect Impacts)

CATEGORY	G4 INDICATOR	DESCRIPTION	ICMM SUSTAINABLE DEVELOPMENT PRINCIPLES	UN GLOBAL COMPACT: COP ADDRESSED	MATERIAL	REPORTED	INTERNAL BOUNDARY	EXTERNAL BOUNDARY	LOCATION / COMMENT
PROCUREMENT PRACTICES	G4 DMA	Description of management approach	1		Yes	Fully	All	Suppliers	Social and Economic Development
	G4-EC9	Proportion of spending on local suppliers at significant locations of operation	2, 9, 10		Yes	Fully	All	Suppliers	Social and Economic Development
MATERIALS	DMA	Description of Management Approach	1	8	No	Partially	Operations	Suppliers	Materials
	G4-EN1	Materials used by weight or volume	6,		No	Partially	Operations	Suppliers	Environmental Data Tables
ENERGY	DMA	Description of Management Approach	1	8, 9	Yes	Fully	Operations, Power Generating Properties	Suppliers	Energy Use & Climate Change
	EN3	Energy consumption within the organization	6, 9		Yes	Fully	Operations, Power Generating Properties	Suppliers	Energy Use & Climate Change
	EN4	Energy consumption outside of the organization			Yes	Fully	Operations, Power Generating Properties	Suppliers	Energy Use & Climate Change
	EN5	Energy Intensity			Yes	Fully	Operations, Power Generating Properties	Suppliers	Energy Use & Climate Change
	EN6	Reduction of energy consumption			Yes	Fully	Operations, Power Generating Properties	Suppliers	Energy Use & Climate Change
	EN7	Reductions in energy requirements of products and services			Yes	n/a	Operations, Power Generating Properties	Suppliers	Energy Use & Climate Change
WATER	DMA	Description of Management Approach	1	8, 9	Yes	Fully	Projects; Operations; Closure Properties	Suppliers	Water Management
	G4-EN8	Total water withdrawal by source	6, 9		Yes	Fully	Projects; Operations; Closure Properties	Suppliers	Water Management; CDP-Water
	G4-EN10	Percentage and total volume of water recycled and reused			Yes	Fully	Projects; Operations; Closure Properties	Suppliers	Water Management; CDP-Water

CATEGORY	G4 INDICATOR	DESCRIPTION	ICMM SUSTAINABLE DEVELOPMENT PRINCIPLES	UN GLOBAL COMPACT: COP ADDRESSED	MATERIAL	REPORTED	INTERNAL BOUNDARY	EXTERNAL BOUNDARY	LOCATION / COMMENT
BIODIVERSITY	DMA	Description of Management Approach	1	8	Yes	Fully	Operations	Suppliers	Biodiversity
	MM1	Amount of land disturbed or rehabilitated	6, 7		Yes	Fully	Operations	Suppliers	Biodiversity
	MM2	Sites identified as requiring biodiversity management plans			Yes	Fully	Operations	Suppliers	Biodiversity
	G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas			Yes	Fully	Operations	Suppliers	Land Management
	G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Yes		Fully	Operations	Suppliers	Wildlife Management	

CATEGORY	G4 INDICATOR	DESCRIPTION	ICMM SUSTAINABLE DEVELOPMENT PRINCIPLES	UN GLOBAL COMPACT: COP ADDRESSED	MATERIAL	REPORTED	INTERNAL BOUNDARY	EXTERNAL BOUNDARY	LOCATION / COMMENT
EMISSIONS	DMA	Description of Management Approach	6, 10	8, 9	Yes	Fully	Operations, Power Generating Properties	Suppliers	Air Emissions; Energy Use & Climate Change
	G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)			Yes	Fully	Operations, Power Generating Properties	Suppliers	Energy Use & Climate Change; CDP
	G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)			Yes	Fully	Operations, Power Generating Properties	Suppliers	Energy Use & Climate Change; CDP
	G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)			Yes		Operations, Power Generating Properties	Suppliers	Energy Use & Climate Change; CDP
	G4-EN18	Greenhouse gas (GHG) emissions intensity			Yes	Fully	Operations, Power Generating Properties	Suppliers	Energy Use & Climate Change; CDP
	G4-EN19	Reduction of greenhouse gas (GHG) emission			Yes	Fully	Operations, Power Generating Properties	Suppliers	Energy Use & Climate Change; CDP
	G4-EN20	Emissions of ozone-depleting substances (ODS)			Yes	Fully	Operations, Power Generating Properties	Suppliers	Energy Use & Climate Change
	G4-EN21	NOx, SOx, and other significant air emissions			Yes	Partially	Operations, Power Generating Properties	Suppliers	Air Emissions
EFFLUENTS AND WASTES	DMA	Description of Management Approach	1	8, 9	Yes	Fully	Operations; Closure Properties; Pascua-Lama	Suppliers	Tailings and Waste Management
	MM3	Total Amounts of Overburden, Rock, Tailings, and Sludges and their associated risks	6, 8		Yes	Fully	Operations; Closure Properties; Pascua-Lama	Suppliers	Tailings and Waste Management
	G4-EN22	Total water discharge by quality and destination			Yes	Partially	Operations; Closure Properties; Pascua-Lama	Suppliers	Water Management
	G4-EN24	Total number and volume of significant spills			Yes	Fully	Operations; Closure Properties; Pascua-Lama	Suppliers	Significant Incidents

CATEGORY	G4 INDICATOR	DESCRIPTION	ICMM SUSTAINABLE DEVELOPMENT PRINCIPLES	UN GLOBAL COMPACT: COP ADDRESSED	MATERIAL	REPORTED	INTERNAL BOUNDARY	EXTERNAL BOUNDARY	LOCATION / COMMENT
COMPLIANCE	DMA	Description of Management Approach	1		Yes	Fully	Exploration; Projects; Operations; Closure Properties	Suppliers	Environment
	G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	6		Yes	Fully	Exploration; Projects; Operations; Closure Properties	Suppliers	Significant Incidents
OVERALL	DMA	Description of Management Approach	1		No	Partially	Projects; Operations; Closure Properties		Environment
	G4-EN31	Total environmental protection expenditures and investments by type			No	Partially	Projects; Operations; Closure Properties		Annual Report p75
SUPPLIER ENVIRONMENTAL ASSESSMENT	DMA	Description of Management Approach	1		No	Fully	Projects; Operations	Suppliers	Supply Chain
	DMA	Percentage of new suppliers that were screened using environmental criteria	9		No	Fully	Projects; Operations	Suppliers	Supply Chain
ENVIRONMENTAL GRIEVANCE MECHANISMS	DMA	Description of Management Approach	10		No	Fully	Exploration; Projects; Operations; Closure Properties	Suppliers	Grievance Management
	G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms			No	Partially	Exploration; Projects; Operations; Closure Properties	Suppliers	Grievance Management

CATEGORY	G4 INDICATOR	DESCRIPTION	ICMM SUSTAINABLE DEVELOPMENT PRINCIPLES	UN GLOBAL COMPACT: COP ADDRESSED	MATERIAL	REPORTED	INTERNAL BOUNDARY	EXTERNAL BOUNDARY	LOCATION / COMMENT
EMPLOYMENT	DMA	Description of management approach	1	3, 6	Yes	Fully	All	—	Employees; Supply Chain; Employee Development
	G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	3		Yes	Partially	All	—	Employee Development
	G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation			Yes	Fully	All	—	Employee Development
LABOR / MANAGEMENT RELATIONS	DMA	Description of management approach	1	3, 6	Yes	Fully	All	Unions	Labor Organizations
	MM4	Number of Strikes and Lock-outs exceeding one week's duration, by country	3		Yes	Fully	All	Unions	Labor Organizations
	G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements			Yes	Fully	All	Unions	Labor Organizations

CATEGORY	G4 INDICATOR	DESCRIPTION	ICMM SUSTAINABLE DEVELOPMENT PRINCIPLES	UN GLOBAL COMPACT: COP ADDRESSED	MATERIAL	REPORTED	INTERNAL BOUNDARY	EXTERNAL BOUNDARY	LOCATION / COMMENT
OCCUPATIONAL HEALTH & SAFETY	DMA	Description of management approach	1	1	Yes	Fully	All	Suppliers; Unions	Safety & Health
	G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees	4, 5		Yes	Fully	All	Suppliers; Unions	Safety & Health
	G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender			Yes	Partially	All	Suppliers; Unions	Safety & Health
	G4-LA7	Workers with high incidence or high risk of diseases related to their occupation			Yes	Fully	All	Suppliers; Unions	Safety & Health
	G4-LA8	Health and safety topics covered in formal agreements with trade unions			Yes	Fully	All	Suppliers; Unions	Safety & Health
TRAINING AND EDUCATION	DMA	Description of management approach	1		Yes	Fully	All	—	Employee Development
	G4-LA9	Average hours of training per year per employee by gender, and by employee category	3, 5		Yes	Partially	All	—	Employee Development
	G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings			Yes	Fully	All	—	Employee Development
	G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category			Yes	Fully	All	—	Employee Development, Data Tables

CATEGORY	G4 INDICATOR	DESCRIPTION	ICMM SUSTAINABLE DEVELOPMENT PRINCIPLES	UN GLOBAL COMPACT: COP ADDRESSED	MATERIAL	REPORTED	INTERNAL BOUNDARY	EXTERNAL BOUNDARY	LOCATION / COMMENT
DIVERSITY AND EQUAL OPPORTUNITY	DMA	Description of management approach	1	6	No	Fully	All	Shareholders	Labor and Human Rights
	G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	3		No	Fully	All	Shareholders	Labor and Human Rights
EQUAL REMUNERATION FOR WOMEN AND MEN	DMA	Description of management approach	1	6	No	Partially	All	—	Labor and Human Rights
	G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	3		No	Partially	All	—	Labor and Human Rights
SUPPLIER ASSESSMENT FOR LABOR PRACTICES	DMA	Description of management approach	1		No	Fully	All	Suppliers	Supply Chain
	G4-LA14	Percentage of new suppliers that were screened using labor practices criteria			No	Fully	All	Suppliers	Supply Chain
LABOR PRACTICES GRIEVANCE MECHANISMS	DMA	Description of management approach	1		No	Partially	All	Suppliers	Grievance Management
	G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	10		No	Partially	All	Suppliers	Grievance Management
INVESTMENT	DMA	Description of management approach	1	1, 2	Yes	Fully	All	Suppliers; Governments	Human Rights
	G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained			Yes	Fully	All	Suppliers; Governments	Human Rights

CATEGORY	G4 INDICATOR	DESCRIPTION	ICMM SUSTAINABLE DEVELOPMENT PRINCIPLES	UN GLOBAL COMPACT: COP ADDRESSED	MATERIAL	REPORTED	INTERNAL BOUNDARY	EXTERNAL BOUNDARY	LOCATION / COMMENT
NON-DISCRIMINATION	DMA	Description of management approach	1	1, 2, 6	No	Fully	All	Suppliers; Governments	Labor and Human Rights
	G4-HR3	Total number of incidents of discrimination and corrective actions taken	3		No	Partially	All	Suppliers; Governments	Ethical Business Conduct
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING	DMA	Description of management approach	1, 3	1, 2, 3	No	Fully	All	Suppliers; Governments; Unions	Labor and Human Rights
CHILD LABOR	DMA	Description of management approach	1, 3	1, 2, 5	No	Fully	All	Suppliers; Governments; Unions	Labor and Human Rights
FORCED OR COMPULSORY LABOR	DMA	Description of management approach	1, 3	1, 2, 4	No	Fully	All	Suppliers; Governments; Unions	Labor and Human Rights
SECURITY PRACTICES	DMA	Description of management approach	1, 3	1, 2	Yes	Fully	All	Suppliers; Governments	Security
	G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations			Yes	Fully	All	Suppliers; Governments	Security
INDIGENOUS RIGHTS	DMA	Description of management approach	1, 3	1, 2	Yes	Fully	All	Suppliers; Governments	Indigenous Peoples
	MM5	Total number of operations taking place in or adjacent to indigenous peoples' territories, and number and percentage of operations or sites where there are formal agreements with indigenous peoples' communities	3		Yes	Fully	All	Suppliers; Governments	Indigenous Peoples
	G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken			Yes	Fully	All	Suppliers; Governments	Indigenous Peoples; Annual Report p167

CATEGORY	G4 INDICATOR	DESCRIPTION	ICMM SUSTAINABLE DEVELOPMENT PRINCIPLES	UN GLOBAL COMPACT: COP ADDRESSED	MATERIAL	REPORTED	INTERNAL BOUNDARY	EXTERNAL BOUNDARY	LOCATION / COMMENT
ASSESSMENT	DMA	Description of management approach	1, 3	1, 2	Yes	Fully	All	Suppliers; Governments	Human Rights Compliance Program
	G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	3		Yes	Fully	All	Suppliers; Governments	Human Rights Compliance Program
SUPPLIER HUMAN RIGHTS ASSESSMENT	DMA	Description of management approach	1, 3	1, 2	No	Fully	All	Suppliers; Governments	Supply Chain
	G4-HR10	Percentage of new suppliers that were screened using human rights criteria	3		No	Fully	All	Suppliers; Governments	Supply Chain
HUMAN RIGHTS GRIEVANCE MECHANISMS	DMA	Description of management approach	1, 3	1, 2	Yes	Fully	All	Suppliers; Governments	Human Rights Compliance Program, Grievance Management
	G4-HR11	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	3		Yes	Fully	All	Suppliers; Governments	Human Rights Compliance Program, Grievance Management

CATEGORY	G4 INDICATOR	DESCRIPTION	ICMM SUSTAINABLE DEVELOPMENT PRINCIPLES	UN GLOBAL COMPACT: COP ADDRESSED	MATERIAL	REPORTED	INTERNAL BOUNDARY	EXTERNAL BOUNDARY	LOCATION / COMMENT
LOCAL COMMUNITIES	DMA	Description of management approach	1		Yes	Fully	Exploration; Projects; Operations; Closure Properties	NGOs; Suppliers; Industry Peers	Community
	MM6	Number and description of significant disputes relating to land use, customary rights of local communities and indigenous peoples	2, 3, 4,9		Yes	Fully	Exploration; Projects; Operations; Closure Properties	NGOs; Suppliers; Industry Peers	Annual Report p165
	MM7	The extent to which grievance mechanisms were used to resolve disputes relating to land use, customary rights of local communities and indigenous peoples, and the outcomes			Yes	Fully	Exploration; Projects; Operations; Closure Properties	NGOs; Suppliers; Industry Peers	No significant disputes
	G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs			Yes	Fully	Exploration; Projects; Operations; Closure Properties	NGOs; Suppliers; Industry Peers	Community; Community Engagement
	G4-SO2	Operations with significant actual or potential negative impacts on local communities			Yes	Fully	Exploration; Projects; Operations; Closure Properties	NGOs; Suppliers; Industry Peers	Community; Community Engagement
ANTI-CORRUPTION	DMA	Description of management approach	1	10	Yes	Fully	All	Governments	Ethical Business Conduct
	G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified			Yes	Fully	All	Governments	Ethical Business Conduct
	G4-SO4	Communication and training on anti-corruption policies and procedures			Yes	Partially	All	Governments	Ethical Business Conduct

CATEGORY	G4 INDICATOR	DESCRIPTION	ICMM SUSTAINABLE DEVELOPMENT PRINCIPLES	UN GLOBAL COMPACT: COP ADDRESSED	MATERIAL	REPORTED	INTERNAL BOUNDARY	EXTERNAL BOUNDARY	LOCATION / COMMENT
PUBLIC POLICY	DMA	Description of management approach	1	10	Yes	Fully	All	Governments	Government Affairs
	G4-S06	Total value of political contributions by country and recipient/beneficiary			Yes	Fully	All	Governments	Government Affairs
ANTI-COMPETITIVE BEHAVIOR	DMA	Description of management approach	1, 9	10	No	Fully	All	Shareholders	Responsible Mining Governance
	G4-S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes			No	Fully	All	Shareholders	Annual Report p165
COMPLIANCE	DMA	Description of management approach	1		No	Fully	All	Suppliers	Ethical Business Conduct
	G4-S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations			No	Fully	All	Suppliers	Ethical Business Conduct
SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY	DMA	Description of management approach	1		No	Fully	All	Suppliers	Supply Chain
	G4-S09	Percentage of new suppliers that were screened using criteria for impacts on society	9		No	Fully	All	Suppliers	Supply Chain
GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY	DMA	Description of management approach	1, 3	1, 2	Yes	Fully	Exploration; Projects; Operations; Closure Properties	Suppliers	Grievance Management
	G4-S011	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms			Yes	Fully	Exploration; Projects; Operations; Closure Properties	Suppliers	Grievance Management

CATEGORY	G4 INDICATOR	DESCRIPTION	ICMM SUSTAINABLE DEVELOPMENT PRINCIPLES	UN GLOBAL COMPACT: COP ADDRESSED	MATERIAL	REPORTED	INTERNAL BOUNDARY	EXTERNAL BOUNDARY	LOCATION / COMMENT
EMERGENCY PREPAREDNESS	DMA	Description of management approach	1, 5		No	Fully	Exploration; Projects; Operations; Closure Properties	Suppliers; Governments	Emergency Response
ARTISANAL AND SMALL-SCALE MINING	DMA	Description of management approach	1, 5, 9		No	Fully	Exploration; Projects; Operations; Closure Properties	Suppliers; Governments	Emergency Response
	MM8	Number (and percentage) of company operating sites where artisanal and small-scale mining (ASM) takes place on, or adjacent to, the site; the associated risks and the actions taken to manage and mitigate these risks			No	Fully	Operations	Suppliers; Governments	Artisanal Mining
RESETTLEMENT	DMA	Description of management approach	1	1, 2	No	Fully	Projects; Operations	–	Resettlement
	MM9	Sites where resettlements took place, the number of households resettled in each, and how their livelihoods were affected in the process	5, 9		No	Fully	Projects; Operations	–	Resettlement
CLOSURE PLANNING	DMA	Description of management approach	1, 2, 6, 9, 10	8	No	Fully	Exploration; Projects; Operations; Closure Properties		Mine Closure
	MM10	Number and percentage of operations with closure plans			No	Fully	Exploration; Projects; Operations; Closure Properties		Mine Closure

Cautionary Statement On Forward-Looking Information

Certain information contained in this Responsibility Report, including any information as to our strategy, 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 “believe”, “expect”, “anticipate”, “contemplate”, “target”, “plan”, “objective”, “intend”, “project”, “continue”, “budget”, “estimate”, “potential”, “may”, “will”, “schedule”, “can”, “could” and similar expressions identify forward-looking statements. Forward-looking statements are necessarily based upon a number of estimates and assumptions that, while considered reasonable by Barrick 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: fluctuations in the spot and forward price of gold, copper or certain other commodities (such as silver, diesel fuel, natural gas and electricity); changes in national and local government legislation, taxation, controls or regulations and/or changes in the administration of laws, policies and practices, expropriation or nationalization of property and political or economic developments in Canada, the United States and other jurisdictions in which the company does or may carry on business in the future; failure to comply with environmental and health and safety laws and regulations; timing of receipt of, or failure to comply with, necessary permits and approvals; changes in mineral production performance, exploitation and exploration successes; diminishing quantities or grades of reserves; increased costs and physical risks, including extreme weather events and resource shortages, related to climate change; increased costs, delays, suspensions and technical challenges associated with the construction of capital projects; the impact of global liquidity and credit availability on the timing of cash flows and the values of assets and liabilities based on projected future cash flows; adverse changes in our credit ratings; the impact of inflation; risks associated with working with partners in jointly controlled assets; operating or technical difficulties in connection with mining or development activities, including

geotechnical challenges and disruptions in the maintenance or provision of re-quired infrastructure and information technology systems; damage to Barrick’s reputation due to the actual or perceived occurrence of any number of events, including negative publicity with respect to the company’s handling of environmental matters or dealings with community groups, whether true or not; the speculative nature of mineral exploration and development; risk of loss due to acts of war, terrorism, sabotage and civil disturbances; fluctuations in the currency markets; changes in U.S. dollar interest rates; risks arising from holding derivative instruments; litigation; contests over title to properties, particularly title to undeveloped properties, or over access to water, power and other required infrastructure; business opportunities that may be presented to, or pursued by, the company; our ability to successfully integrate acquisitions or complete divestitures; employee relations; availability and increased costs associated with mining inputs and labor; and the organization of our previously held African gold operations and properties under a separate listed company. In addition, there are risks and hazards associated with the business of mineral exploration, development and mining, including environmental hazards, industrial accidents, unusual or unexpected formations, pressures, cave-ins, flooding and gold bullion, copper cathode or gold or copper concentrate losses (and the risk of inadequate insurance, or inability to obtain insurance, to cover these risks). Many of these uncertainties and contingencies can affect our actual results and could cause actual results to differ materially from those expressed or implied in any forward-looking statements made by, or on behalf of, us. Readers are cautioned that forward-looking statements are not guarantees of future performance. All of the forward-looking statements made in this Responsibility 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 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 Responsibility Report. We disclaim 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.