



Contractor Handbook



COMMUNITY RELATIONS

OPERATING WITH STRONG COMMUNITY SUPPORT

SAFETY

EVERY PERSON GOING HOME SAFE AND HEALTHY EVERY DAY

SECURITY

EVERY PERSON AND EVERYTHING SAFE EVERY DAY

ENVIRONMENT

EVERY PERSON PROTECTING THE ENVIRONMENT EVERY DAY

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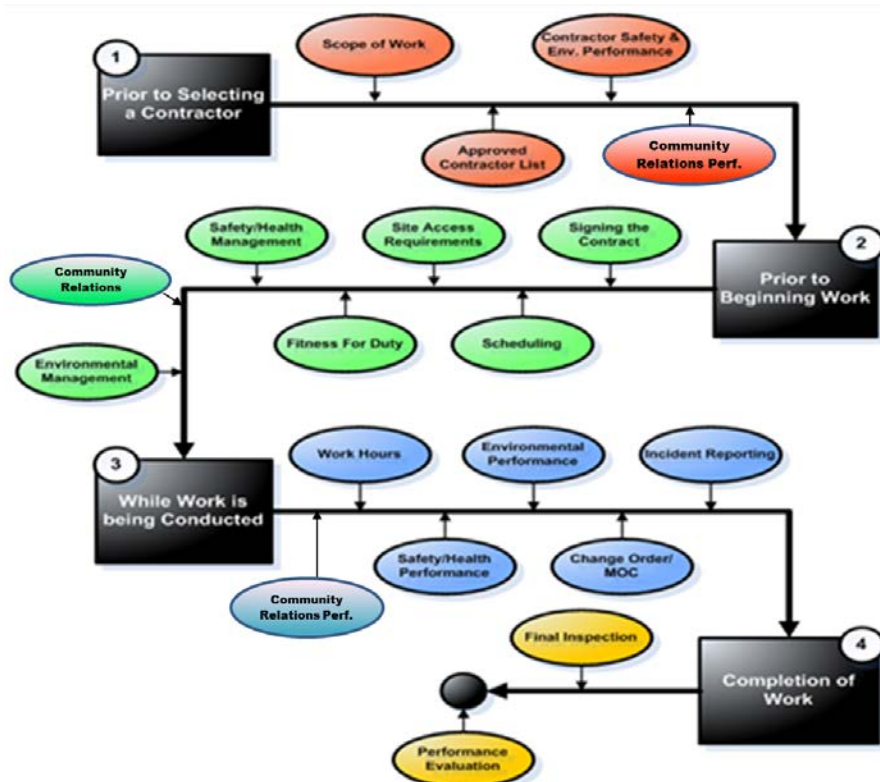
PURPOSE

The intent of this handbook is to provide overall guidance to contractors to assure there is a clear understanding of performance requirements during engagement at Barrick Gold’s operations in North America (BGNA). These requirements are in part due to Barrick’s commitment to provide our employees, contractors, vendors and visitors a safe, secure and healthy workplace while recognizing our obligations to be stewards to the environment and to maintain a constructive relationship with host communities.

To achieve this goal, Barrick expects its contractors to work within the scope of these guidelines. Contractors are responsible to understand the content of this guideline. There may be occasions on a site-specific basis when a contractor or prospective contractor might seek exemptions from these guidelines. Such exemptions may be granted only by the site’s General Manager and shall be in writing. Note that these guidelines do not create any enforcement right in any person against BGNA or any of its affiliates and BGNA and its affiliates reserves the right to modify, suspend or terminate this guideline at any time, with or without notice. Additionally, nothing in this guideline supersedes any legal requirement of any statutes, laws, regulations, ordinance, or other applicable requirements.

FLOW CHART

The flow chart below provides a general overview of the process for becoming a contractor at a Barrick operation and the performance requirements while a Barrick contractor. As indicated there are four phases to being a Barrick contractor: (1) “Prior to Selecting a Contractor”; (2) “Prior to Start of Work”; (3) “While Work is Being Conducted”; and (4) “Completion of Work”. This guidance reviews each of these phases and their overall intent.



PHASE 1 - PRIOR TO SELECTING A CONTRACTOR

1.1 Scope of Work

The *scope of work* (SOW) is the foundation for any contract and is the key to crafting a good agreement. In general, it establishes the expectations for the project so that all parties understand the purpose of the work, outlines the requirements (what is to be included or excluded), defines who is responsible and accountable, and states the final deliverables.

Overall, the scope of work helps to address a number of common questions, including:

- **Who, What, Where, When, Why**, and sometimes **What if?**
- What are the risk factors in performing this project?
- What are the environmental, safety and health considerations?
- What material or services are to be provided by the contractor and Barrick?

1.2 Approved Contractors List

Barrick has several alternatives for selecting contractors:

- Browz; and
- Oracle Vendor Management file

Please note there are specialized contractors who may not be on the list such as outside counsel, legal consultants, human resources advisors, or those that may be associated with closure site activities, etc. Such entities are outside the scope of this guideline.

The contractors included on this list are those who have met the “Safety Pre-qualification Requirements” in Browz. “Browz” is an independent, 3rd party company who provides supply chain verification services primarily for safety, environmental and insurance compliance.

To be successful, a contractor or supplier must demonstrate the ability to perform work in a safe, healthy, and environmentally responsible manner. The “Safety Pre-Qualification Requirements” are briefly presented below:

Pre-Qualification Requirements – The contractor meets the following requirements:

1. Subscribe to Browz (www.browz.com)
2. Meet the minimum requirements as outlined in Browz, specifically;
 - Safety statistics
 - Workers compensation
 - Insurance requirements
 - Licensing
3. Satisfactorily Meet Prior Barrick Job Performance Evaluations;
 - Knowledge and experience
 - Completion on time
 - Completion at or under budget
 - Financial ability or capability
 - Environmental performance
 - Community relations performance

New contractors may be added under the following circumstances. This includes:

1. Meets the pre-qualification status in Browz;
2. An external party has *non-compliance* status in Browz, however, the justification exists for an override condition allowing the contractor to be added to the list;
3. An external party does not subscribe with Browz however their services are deemed necessary.

In each case, the entity may be added to the list with the completion and submission of “Contractor Request” (see Form CH-1, Appendix A) for approval to the Supply Chain Supervisor or Leader or their designee.

1.3 Contractor Safety Performance

All contractors must be able to perform work in a safe, healthy, and environmentally responsible manner. To be added to the “North America Contractor List”, Barrick will evaluate each prospective contractor’s historical safety performance to document this capability prior to being added to the list. Entities who are “Browz” subscribers are required to submit their safety lagging indicators for the previous four (4) work years. Those entities who are not “Browz” subscribers need to submit the pertinent safety information on the “Contractor Request” (see Form CH-1, Appendix A). The information submitted will be used in Barrick’s evaluation and is used to determine the following safety Key Performance Indicators (KPI).

TABLE 1 – BROWZ SAFETY KPI

KPI	Calculation
Total Recordable Rate (TRR)	$\frac{\# \text{ of total recordable cases} \times 200,000}{\# \text{ of hours worked during period}}$
Lost Workday Rate (LWR)	$\frac{\# \text{ of lost workday cases} \times 200,000}{\# \text{ of hours worked during period}}$
Severity Rate	$\frac{\# \text{ of lost workdays} \times 200,000}{\# \text{ of hours worked during period}}$
Days Away, Restrictions, and Transfer Rate (DART)	$\frac{\# \text{ of days away, restrictions, and transfers} \times 200,000}{\# \text{ of hours worked during period}}$
Fatality Cases	Total number of fatalities during period.
Regulatory Citations (Environmental, OSHA, MSHA)	Total number of regulatory citations during period.

Browz denotes contractors as “*non-compliant*” if they have a TRR, LWR, or DART rate higher than the predetermined value established for the current year.

Note, however, Barrick may establish pre-qualification criteria that supersede Browz requirements as it strives for continuous improvement at its operations. Contractors who are unable to demonstrate an acceptable and continuously improving safety and health performance may not be awarded a contract without prior approval by the appropriate Barrick personnel.

PHASE 2 - PRIOR TO THE START OF WORK

2.1 Signing the Contract

In the event that Barrick requires the services of a contractor, it is imperative that a signed *Service Agreement* (contract) be in place prior to commencing work. A signed contract helps to assure business is conducted in a fair, open, and ethical manner and provides legal protection to the Company and the contractor.

There are multiple types of contract agreements including “On-going services”, “Specific services”, “Consulting” and “Supply”. The type of agreement utilized largely depends upon the risk, dollar value, and nature of the work to be provided. Those entities working to draft an agreement are encouraged to work with their Barrick Contracts Team who can provide guidance on this process and the type of agreement to be used. Under some circumstances it might be mandatory that internal legal counsel review and approve of contracts prior to their consummation.



The authorization to sign an agreement on behalf of Barrick is defined in the *Delegation of Authority Limits* section of the *Non-Routine Spending and Capital Management Policy*. Only those Contractors and Barrick entities so authorized may enter into an agreement.

Please refer to the following sources for more detailed information. These Supply Chain policies are incorporated by reference into this standard.

- Supply Chain Policy SC1—Relations with Suppliers
- Supply Chain Policy SC2—Sourcing
- Supply Chain Policy SC3—Contracts
- Supply Chain Policy SC5—Contractor Safety

Please note that all documents referenced in this handbook can be found and/or downloaded for contractor use at <http://www.barrick.com/suppliers>.

2.2 Scheduling

The contracted work shall be executed on the schedule provided in the contract. Any proposed changes to the work schedule prior to implementation, must first be approved in writing by the Barrick Representative and contractor; and will become a part of the contract. Fatigue management principles will be applied to minimize risks due to increased inattention and fatigue. A contractor will not be allowed to work schedules that Barrick deems to cause excessive fatigue.

2.3 Site Access Requirements

Each contract company shall submit a roster list with the names of individuals (including sub-contractors) requesting site access as part of the contract. The roster list to be submitted to Barrick per the site form or that contained within Appendix A (see Form CH-2). The roster list will be subject to screening.

As part of this overall screening process, all non-Barrick personnel including contractors, subcontractors, vendors, and consultants will be classified into one of the following categories for training and security purposes. These categories are shown on Table 2.

TABLE 2 – SITE ACCESS CATEGORIES

Category	Definition
Category 1	<p><u>Unescorted</u> non-Barrick personnel who are exposed to mining or processing hazards while performing their normal duties [see 30 CFR 48.2(a) (1) or 48.22 (a) (1)]. Examples include but are not limited to the following:</p> <ul style="list-style-type: none"> • Contract miners or drillers • Construction workers • Maintenance workers • Service workers • Bulk commodities delivery drivers • Unescorted consultants or vendors exposed to heavy equipment, traffic or processing hazards while working or traveling on site, for example, a soda/candy vendor, bin service providers, etc.
Category 2	<p>Warehouse or postal deliveries only. Examples include, but are not limited to the following:</p> <ul style="list-style-type: none"> • UPS, FedEx, Airborne, and USPS • Warehouse deliveries
Category 3	<p><u>Escorted</u> non-Barrick personnel exposed to mining, production hazards or security “at risk” areas that have not been provided Category 1 or 2 clearance and training. These include but are not limited to the following examples:</p> <ul style="list-style-type: none"> • Untrained Category 1 or 2 personnel • Visitors • Untrained consultants or vendors • Emergency maintenance or service workers. (An emergency is an unexpected, unplanned situation or occurrence that demands immediate attention.)

The minimum training requirements based on an individual’s categorization review are described below. Please note that additional training may be necessary dependent on the nature of the contract, and regulatory requirements, as required by the task and/or length of contract service. This will include all legally required training and may include as appropriate and at Barrick’s sole discretion “Courageous Safety Leadership”, “Security Awareness”, “Environmental Awareness”, “Community Relations Orientation” or other appropriate training.

Category 1 Requirements

An identification badge will be issued to Category 1 personnel at sites fully utilizing the Hirsch or other approved security system. Contractors must wear the identification badge in a conspicuous location to gain access and while on the Barrick mine site. Training requirements for this category may include at a minimum the following items:

- MSHA 40-hour new miner training under 30 CFR §48.5 for underground work; MSHA 24-hour new miner training under 30 CFR §48.25 for surface work; or a current Annual Refresher Training (ART) under 30 CFR §48.8 or §48.28.
- Barrick Site General Hazard training provided by the Safety/Health Department or designees.
- Site-specific hazard field training which covers the *Introduction to the Work Environment, Emergency Escape and Evacuation*, and the *Health and Safety Aspects of Tasks Assigned* as described by MSHA in 30 CFR §48.5, §48.6, §48.25, and §48.26. Separate site-specific training may be required for different areas. This training must be documented on an MSHA Form 5000-23 as well as on a site-specific checklist for those mine sites within the United States.

Category 2 Requirements

An identification badge will be issued to Category 2 personnel by sites utilizing the approved security system employed by the Company. Contractors will wear the identification badge in a conspicuous location while on the Barrick mine site.

Training requirements may include, but are not limited to the following:

- Hazard recognition training;
- Site-specific hazard field training which covers the *Introduction to the Work Environment, Emergency Escape and Evacuation*, and the *Health and Safety Aspects of Tasks Assigned* as described by MSHA in 30 CFR §48.5, §48.6, §48.25, and §48.26. Separate site-specific training may be required for different areas. This training must be documented on an MSHA Form 5000-23 and on a site-specific checklist for mine sites within the United States.

Category 3 Requirements

Category 3 classified individuals must be accompanied at all times by an experienced Barrick employee or an experienced Category 1 trained person. To be *accompanied* means to be within sight or sound at all times. Training requirements may include, but are not limited to the following:

- Hazard recognition training;
- Any Category 3 personnel performing work on mine property will be required to have site-specific hazard field training prior to commencing work activities.

General Guidelines

Access to the mine site is at the sole discretion of Barrick. Non-Barrick personnel may be granted access only after having successfully completed the requirements listed under the respective categories. In addition, Barrick reserves the right to require non-Barrick personnel to submit to a drug/alcohol screen or search at any time while working at the mine site pursuant to “*Barrick North America Regional Unit, Drug and Alcohol – Fit For Duty Policy*” and “*Barrick North America Regional Business Unit, Search Policy*”. Both policies are hereby incorporated into this guidance by reference.

Barrick reserves the right to take additional steps to monitor and ensure compliance with these two policies including:

- Non-Barrick personnel arriving at the mine site without proper identification may be denied access to the mine site. Inspection to verify identification and training may be conducted by Barrick personnel.

- Barrick reserves the right to ask non-Barrick personnel for identification badges while on Barrick property. Personnel found without proper identification are subject to removal from the site.
- Upon completion of the contract, all non-Barrick personnel must return their issued identification badges to their respective Barrick contractor representative. This is the responsibility of the contractor and non-compliance may result in potential future access to the property being denied.
- Non-Barrick personnel identification badge expires one year from the date of the hazard training, site training, or miner training, contract conclusion, whichever expires first. Training must be renewed annually and the identification badge re-authorized for facility access.

2.4 Fitness for Duty

All contractors and vendors are expected to have their own Drug and Alcohol Policy that includes a program to conduct their own drug and alcohol testing. Contractor drug and alcohol testing program will at a minimum be consistent with the Department of Transportation 49 CFR §40 “Workplace Drug and Alcohol Testing Program”. Further, contractor policies shall ensure workplace safety is consistent with “*Barrick North America Regional Unit, Drug and Alcohol – Fit For Duty Policy*”. This Barrick policy is hereby referenced and included into this manual and is subject to change without notice.

To help assure all individuals are “fit for duty”, as part of the initial roster list screening process, the contractor will provide a written affirmation that the individuals on the roster list have satisfactorily passed a drug screen and alcohol test within the last six (6) months to the Barrick contract representative. The tested substances are noted below and are consistent with DOT 49 CFR §40.85;

- Amphetamines⁽¹⁾
- Marijuana Metabolites⁽³⁾
- Opiates Metabolites⁽²⁾
- Cocaine Metabolites
- Phencyclidines (PCP)

(1) Includes amphetamines and methamphetamines;

(2) Includes codeine, morphine, acetyl morphine (heroin);

(3) Includes delta-9-tetrahydrocannabinol-9-carboxylic acid (THC)

Periodically, a contractor may need to add staffing to the work at a Barrick site. The contractor will provide an addendum roster list listing the additional personnel to the Barrick contract representative whenever new contractor personnel (includes sub-contractors) are added. The contractor needs to provide an affirmation that additional individuals placed on the roster list have satisfactorily passed the drug screening and an alcohol test within the last six (6) months.

Thereafter, annually, from the effective date of the contract, the contractor will provide an affirmation to the Barrick contract representative that at a minimum, 20% of the individuals on the roster list have successfully passed a “random” nine panel drug screen and alcohol test (See Form CH-3 in Appendix A). It is incumbent upon the contractor to immediately notify Barrick upon confirmation of any drug and/or alcohol testing failure by any of its employees. Any contractor employee who has not passed the “Fitness for Duty” testing will be denied facility access privileges. Barrick reserves the right to perform audits on the testing results and analysis.

2.5 Safety Management

Equipment Pre-Inspection and Maintenance

All equipment that is being brought onto a Barrick mine site shall be inspected by a Barrick representative prior to entry for safe and satisfactory use. Inspections must be documented and tracked for any maintenance concerns affecting safety, health, and environmental regulations. All items noted as being unsatisfactory will not be allowed on-site until such items are satisfactorily mitigated. This Barrick inspection shall not relieve the contractor from their independent obligation to have conducted their own inspection and to have corrected any condition raising health, safety or environmental concerns.

Safety Work Permits

Barrick has identified a number of tasks/conditions where the hazard and control identification must be acknowledged each and every time the work is performed. These assessments are required due to the potential hazard(s), the variation of hazard(s), requirements of controls that must be in place to assure a safe work environment, and/or it might be a task that is performed on an irregular basis. For these recognized situations, safety work permits have been established and are required for all personnel involved with that particular job/task.

It is the responsibility of the contractor to ensure that training and compliance is maintained by its staff. Barrick will review with the contractor its policies related to such work permits as applicable. Safety work permits may include but are not limited to:

- Safe Work Permit
- Confined Space Entry
- Lockout/Tagout (LOTO)
- Scaffolding
- Trenching/Shoring
- Burn Permit
- Dig Permits (safety permit and/or disturbance in archeological areas)

Safety Records

Creating records and keeping them available for review is an essential component to the success or progress of any project. Whether the intent is to identify and control risks, to track performance, or evaluate compliance, it is imperative that such information is recorded and maintained by the contractor. This information can be critical in successful completion of the work and for regulatory compliance purposes. Recordkeeping may pertain to any of the following, but is not limited to:

- Risk assessments
- Audits
- Training
- Incidents
- Progress reports
- Change orders
- Management of Change (MoC)
- Project handover/closure

Safety Performance

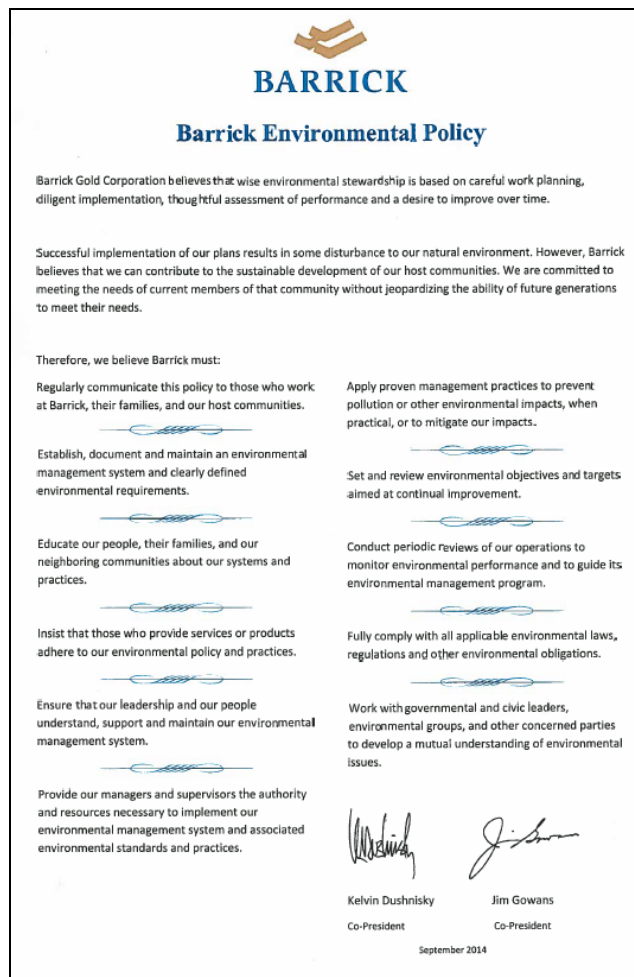
The contractor's performance shall be monitored by the Barrick Representative throughout the work project. Performance monitoring will include safety and health performance. The safety KPIs developed prior to selecting the contractor will be used as initial guidelines for health and safety performance. Continuous improvement of performance while at Barrick is expected and may be reflected in subsequent KPIs.

Performance monitoring includes review, evaluation, and appropriate corrective actions as may be necessary to improve performance. Performance monitoring needs to be documented at regular interval throughout the project by the Barrick Representative so the information can be easily referenced for the final evaluation and closeout by the Barrick Representative.

2.6 Environmental Management

Barrick maintains and implements an Environmental Management System (EMS). This system is used to develop and implement the Barrick Environmental Policy and to manage its environmental aspects. Barrick's Environmental Policy provides the overall objectives of the Company towards environmental performance, for continual improvement, and to manage those activities or products that may interact with the environment.

Accordingly, the policy needs to be communicated to all parties working on behalf of Barrick. This policy is shown below.



Each contractor has a defined responsibility, role, and authority to prevent pollution and to assure proper utilization of available resources. These will be communicated to contractors within your Barrick contract agreement, as part of the on-boarding process and periodically during your tenure with Barrick. This will include Environmental Awareness Training, specific environmental tasks and protection mechanisms, and review of applicable significant environmental aspects (SEA). As part of a contractor's overall responsibilities, contractors will be provided information pertaining to:

- The importance of conformity with the Environmental Policy coupled with the requirements of the EMS;
- SEA and how the contractor's work may impact the environment;
- The environmental benefits of improved personal performance;
- Contractor roles and responsibilities to achieve and comply with the EMS; and
- The potential consequences of departure from the Environmental Policy and specific practices and/or procedures.

Modifications to Physical Structures and Surface Disturbance

Any proposed modification to; (1) an existing structure, containment, piping, tank, liner, spill control or other features; or (2) any proposed surface disturbance in non-active areas and undisturbed areas; must be reviewed and approved by site's environmental department prior to commencement of such work. This is necessary to assure that such modification continue to be compliant with the sites permit and licenses and with any Federal, state or provincial regulation.

Waste Management

Contractor-generated waste shall stay segregated from Barrick facility waste unless otherwise authorized specifically in the contract agreement. All such waste materials shall be characterized by the contractor to determine if they are classified as hazardous according to all applicable Federal, state, provincial regulations and/or local requirements. Any material characterized as a "hazardous waste" will remain the sole responsibility of the contractor. The contractor is responsible for its appropriate handling and required disposal. At a minimum:

- Hazardous wastes shall be handled in properly marked containers that are certified under applicable regulations (DOT, provincial, etc.) as appropriate, and are , in good non-leaking condition;
- Hazardous waste containers in the U.S. shall be handled and stored in compliance with Resource Conservation and Recovery Act (RCRA) satellite accumulation requirements as approved by the site's environmental department or otherwise prescribed in the contract;
- All containers of hazardous wastes shall be closed and secured except when adding wastes;
- It is the responsibility of the contractor and subcontractor to provide the appropriate training on hazardous waste handling and storage;
- All leaking containers or spills of hazardous waste shall be immediately reported to the site's environmental department;

Materials that are not classified as being hazardous waste, consistent with contractual terms may be disposed in the Barrick on-site landfill. Waste disposal activities at Barrick landfills shall comply with all requirements indicated on posted signs and established by the site's landfill operators. However, the following wastes are not allowed to be disposed within a site's on-site landfill:

- Liquid waste of any kind;
- Non-alkaline batteries;
- Hazardous wastes;
- Aerosol cans that have not been punctured and drained;
- Drums that have not been drained and crushed;
- Petroleum wastes or petroleum-contaminated soils;
- Putrescible materials (i.e., animal carcasses).

Prior to disposal as solid waste, such materials shall be properly collected and temporarily stored in appropriate trash cans, bins, or dumpsters. All trash containers shall be properly labeled, identifying the contents. Such waste will not be incinerated on Barrick property. Contractors and subcontractors are responsible for cleaning up litter and trash around their work area.

Material and Chemical Management

Prior to bringing any chemical products onto the Barrick sites, the contractor shall provide to the Barrick contractor representative a completed “New Product Procurement Approval Form” that lists all the chemical products to be used on the Barrick site. A copy of the product’s Safety Data Sheets (SDS) must be submitted with the form. The list shall be reviewed and approved by the site’s environmental and safety departments prior to bringing such materials on-site.

To ensure proper reporting under the Emergency Planning and Community Right-To Know Act (EPCRA), contractors must track the type and quantity of chemicals, products, and consumed on site. Contractors must provide this data to Barrick at the end of their job or the calendar year, whichever comes first.

The contractor will also be required as appropriate, to establish a Petroleum Management Plan or similar plan that conforms to the following criteria:

- All petroleum tanks shall be above-ground tanks;
- All tanks shall have an approved secondary containment sufficient to contain 110% of the largest tank capacity in the containment and a 25-year/24-hour precipitation event unless otherwise specified;
- Lined berms are for horizontal tank containment only;
- An inventory of spill containment booms, solvent materials, hand tools and protective clothing to provide safe containment of spills and clean up of spills;
- Fueling procedures and equipment that minimizes spillage during fueling operations;
- Minimize gasoline storage to the greatest extent possible by having light vehicles and other mobile equipment using gasoline-engine fuel at off-site fueling stations;
- Appropriate fire extinguishers are available;
- Prepare a disposal plan for all spilled fuels and any soil and water contaminated by spilled fuels as required by applicable permits and/or regulations.

Environmental Performance

The contractor’s performance shall be monitored by the Barrick Representative throughout the project relative to any environmental aspects. Performance monitoring may include actual

environmental monitoring/sampling, work place reviews, and record review. This should be documented at regular intervals throughout the project so the information can be easily referenced for the final evaluation and closeout by the Barrick representative.

PHASE 3 - WHILE WORK IS BEING CONDUCTED

3.1 Work Hours

All contract companies are required to submit work hours to the Barrick contract representative at a minimum frequency of at least monthly. The purpose for the data is to determine safety statistics for monitoring purposes. The monthly hours to be submitted should be calculated from the 26th of each month to the 25th of the following month and submitted to the site's safety department by the 1st day of the month following. For example, hours from January 26 through February 25 need to be submitted by March 1.

Attached in Appendix A is the Barrick "Monthly Contractor Hour Form" (Form CH-4) to be used in submitting your monthly work hours. This form or site forms may be used.

3.2 Safety Performance

Contractors shall permit inspections of their work areas by regulatory agency representatives. Contractors are accountable for violations notices that are issued as a result of the Contractor's activities as well as any fines or mitigation actions required.

Periodically, Barrick may also perform reviews at any time to evaluate whether safety, health, security, environmental and community relations performance is continued to be met by the contractor. These assessments may be conducted by performing:

- Federal or State Safety/Health mock inspections;
- Federal or State Environmental mock inspections;
- Planned general inspections;
- Formal documented field audits;
- Daily informal audits;
- Work area inspections;
- Preoperational inspections;
- Discussions with contractor's management and staff.

The contractor should use the reviews to assure the proper controls and preventative measures are identified, in place and working appropriately. These measures may include but not limited to;

- Risk assessments;
- Environmental, health and safety (EHS) regulations;
- Training;
- Supplies and materials;
- Proper tools for the job;
- Permits/policies;
- Personal Protective Equipment (PPE);
- Housekeeping.

3.3 Environmental Performance

Storm Water, Erosion, and Sediment

All work will be conducted in accordance with applicable permits and regulations, including, but not limited to, following best management practices for drainage and sediment control including site specific guidance regarding storm water management.

Cultural

Barrick is committed to protecting all archeological artifacts, historic burial sites, and vertebrate fossil remains on its property. All contractors and subcontractors shall comply with the following requirements:

- Collecting archeological or fossil artifacts on a Barrick site or while performing duties for Barrick is strictly prohibited;
- The environmental department shall be notified immediately upon the discovery of any archeological or fossil finds;
- No off-road travel or disturbance is allowed without prior approval from the site's environmental department;
- All contractors will adhere to site specific guidance regarding Cultural Resources.

Wildlife

Barrick is committed to protecting all wildlife on Barrick mine sites. All contractors shall cooperate with this effort by complying with the following requirements:

- No firearms are allowed within Barrick mine facilities;
- Absolutely no hunting of any kind is allowed on Barrick mine facilities and other properties;
- Wildlife shall not be purposely harassed or harmed within the Barrick mine facility;
- All wildlife mortalities shall be immediately reported to the site's environmental department;
- All contractors will adhere to site specific guidance regarding wildlife.

Vegetation

Barrick is committed to the protection and conservation of vegetation species of historical and social significance. Collection and/or transplanting of species of historical or social significance shall be evaluated and implemented as necessary to prevent loss or degradation of the species. Vegetation harvesting as appropriate will be implemented where practical prior to mining to avoid the loss of the natural resource. All contractor vehicles must be thoroughly washed before being brought to Barrick from any other work site to remove all soil and vegetation remnants so as to avoid the spread of noxious weeds and other similar plants. To assure compliance with site permits and licenses, all contractors will adhere to site specific guidance regarding vegetation.

Air Quality

- Barrick is committed to the protection of air quality. All contractors and subcontractors shall comply with the following requirements: Appropriate dust control measures must be implemented for all activities that have the potential to generate dust;

- All equipment and machinery should be maintained according to manufactures specifications to minimize excessive exhaust;
- Open burning is allowed only when fully permitted and authorized by the site environmental department;
- To assure compliance with site permits and licenses, all contractors must adhere to site-specific guidance regarding air quality.

3.4 Security Performance

- Integral to Barrick’s success is the management of its people, products, assets and reputation. As a valued partner in Barrick’s success, our contractors play an important role. All contractors must conform to each site’s policies and practices including those relating to security. This includes obtaining the appropriate badging for each contractor person approved to enter the Barrick site. Without such badging, you will not be allowed entrance into the Barrick site.
- As independent contractors, you have the obligation to maintain the security of your equipment. To assist you in this endeavor, it is important and your obligation to inform Barrick security at your site of any suspicious activities or security items. By doing so, this will help Barrick manage the site to assure a safe and secure place of work while also assisting the Contractor to maintain security for their assets while on-site at Barrick.

3.5 Community Relations Performance

The long-term viability of Barrick’s business depends heavily upon maintaining the support of our host communities. The actions of our contractors and suppliers can affect relations with these communities because these business partners form a significant part of Barrick’s social, environmental and ethical footprint. To manage its community relations, Barrick maintains a Community Relations Management System (CRMS) which was developed to implement its Community Relations Policy. A copy of the policy is available at:

www.barrick.com/files/community-relations/Barrick-Community-Relations-Policy.pdf.

Specific aspects of the CRMS are designed to ensure that contractors and suppliers contribute to good community relations. Key community relations performance areas for contractors include:

- Community Relations Orientation Training- Contractors’ employees and management staff must complete Community Relations orientation training where required in their contract Scope of Work at the inception of the contract covering Barrick’s requirements for community relations performance.
- Local Employment – contractors should diligently attempt to utilize the local workforce from the communities around Barrick’s operations for staffing for projects and service contracts, including where applicable Native American groups who reside in the area of Barrick’s mines and with whom Barrick maintains a regular program of engagement. Contractors are required to meet the requirements of Barrick’s Local Employment Plan where such a plan exists.
- Local Procurement – contractors should utilize local vendors and businesses from the communities around Barrick’s operations for their materials, supplies, and business needs during projects to the extent practicable, including the Native American groups mentioned

previously. Contractors are required to meet the requirements of Barrick’s Local Procurement and Contracting Plan where such a plan exists.

- Cultural Sensitivity – The communities around Barrick’s operations include many stakeholders from many cultures. Contractors are required to follow Barrick’s project guidelines on cultural sensitivity including protection of cultural resources and respect for cultural practices. Barrick will provide contractors with cultural sensitivity training on a project-specific basis and other relevant information regarding Native American groups as part of Community Relations induction training.
- Supplier and Employee Conduct – Contractors must adhere to Barrick’s “Supplier Code of Ethics” in the conduct of their business with Barrick. A copy of the Code is available at <http://www.barrick.com/suppliers>.
- The behavior of employees at work and off the job contributes to positive or negative relations with communities. Examples of specific behaviors that affect community relations include driving practices (e.g., speeding), noise, interactions with visitors to work areas and business exchanges. Contractor employees should adhere to their employer’s code of conduct.
- Social Obligations – Barrick enters into social obligations with its local communities that are managed by company staff through the CRMS. Contractors are not permitted to make commitments that create obligations (e.g., donation commitments, monitoring plans, service agreements, public reports, etc.) on behalf of Barrick.
- Complaints or Grievances – Barrick addresses community complaints or grievances through a formal grievance procedure. Contractors should not attempt to address complaints or grievances associated with their work for Barrick, but should report them immediately to appropriate Barrick representative. Contractors may refer any person making a complaint or grievance to Barrick’s Community Hotline (800-719-0400) or community@barrick.com.
- General – Contractors should contact the appropriate Barrick representative if engagement with local community members regarding activities being undertaken for Barrick is necessary. The Project Administrator may coordinate with Barrick’s Corporate Social Responsibility Department to undertake these types of interactions.
- Further Information: Contact Barrick’s Corporate Social Responsibility Department for additional information on any of the requirements described above at:

Manager Corporate Social Responsibility
Barrick Gold North America
1-801-990-3900
community@barrick.com

3.6 Change Order/Management of Change

Periodically, it may become necessary to modify the scope of work to accomplish the task at a Barrick site. When such changes become necessary, the changes shall be in writing and appropriately approved to assure payment for the service rendered. An integral part of a change order may be to perform the “Management of Change” (MOC) process. This process is a systematic approach to assure potential risks have been addressed by providing a continuity of appropriate controls to sustain the work process.

Once the MOC has been completed, such changes need to be appropriately implemented with the proper controls instituted with the actions communicated to assure Barrick, contractor and subcontractor and others understand the change and any new controls.

3.7 Incident Reporting

Safety Incidents

All safety incidents, regardless how minor, must be reported to the appropriate Barrick Representative. Failure to report could lead to being removed from the site and could be contrary to provision(s) in the contract. Contractor entities needing safety and health assistance can contact the site's safety/health department.

The contractor is responsible for conducting an investigation of all safety and health incidents involving their employees. All incidents and significant near misses must be verbally reported to Barrick no later than the end of the shift on which the incident occurred. An incident investigation report must be submitted within three (3) days to Barrick.

The contractor is responsible to report as necessary to their workers' compensation carrier, the Federal government, or state government within the time frames mandated by these agencies. Copies of all Federal and state reports are required to be forwarded to Barrick's Safety/Health department at that site.

Environmental Incidents

All environmental incidents must immediately be reported to the appropriate Barrick representative. Failure to report could lead to being removed from the site and could be contrary to provision(s) in the contract. Contractor entities needing environmental assistance can contact the site's environmental department.

Environmental incidents required to be reported include but are not limited to spills associated with petroleum products, chemical products, hydraulic oil, anti-freeze, process solutions, and dewatering solutions. Any spill should be addressed immediately to prevent additional potential degradation. At a minimum, the following steps shall be followed:

- All spills shall be immediately reported to the Barrick Contract Representative;
- To the extent practicable without endangering personnel, the contractor shall immediately mitigate the spread of the spill to prevent potential continued degradation. Spills related to process solutions, chemicals and/or dewatering should be contained to prevent material from entering any natural or man-made drainage or waterway;
- All spills outside of containment shall be responded to immediately. Response actions shall, at a minimum, include the following:
 - Controlling the spread of the spill to the smallest area possible with emphasis on preventing it from reaching any drainage ways.
 - Stopping the leakage from the container or tank as soon as it is safe to do so, including careful consideration for personnel safety. Always use the appropriate personal protective equipment.
 - Contacting the contract supervisor if earthmoving equipment is necessary to respond to the spill.
 - Cleaning up the spill and contaminated materials as soon as practical using the appropriate personal protective equipment.

- Submitting a written *Spill Report* to Barrick within 24 hours following the spill using the appropriate form provided by the Barrick site.

Security Incidents

All security incidents must immediately be reported to the appropriate Barrick representative. This may include theft, fraud, or other inappropriate activities that are contrary to law and/or Barrick policy and practice. This will help Barrick assure we maintain a safe and secure work place for all. Contractor entities needing security assistance or information can contact the site's security group.

Social Incidents

Any complaints or grievances from community members or other parties or organizations must be immediately reported to the appropriate Barrick representative. Other types of social incidents must immediately be reported to the appropriate Barrick representative; these include events such as livestock injury or death, fence damage, other private property damage, altercations or arguments with members of the public, or other negative interactions with community members.

PHASE 4 - COMPLETION OF WORK

4.1 Final Inspection

Upon completion of work within the contract, a final inspection shall be conducted and approved to assure that all reports or requested items of the contract have been completed or provided. These *deliverables* may consist of requirements addressed in the contract's scope of work, any associated regulatory standards, or drawing specifications. Upon the final inspection, each deliverable will be reviewed and tested for acceptance and compliance. Examples of identified deliverables may consist of, but are not limited to the following:

- MSHA/ASME/NEC standards met
- Proper environmental waste management demonstrated
- Successful completion of final product
- Scheduling and closure date deadlines met
- Budgeting and cost control maintained

A final inspection walk-through should also take place with the appropriate personnel. This may include representatives from operations, maintenance, safety & health, and environmental. All open issues identified during the walk-through will be assigned to the contractor as action items for resolution before the project is finalized and final payment is released.

4.2 Performance Evaluation

Upon the completion of each project or scope of work, the contract company will be evaluated for overall performance by Barrick. The contractor will be rated in the different categories of interest. An overall performance rating (total score) will be determined and documented. In addition, information collected from a final inspection may be used to provide a more accurate rating. This information will be available for review during future occurrences, such as awarding bids and overrides. Evaluation categories may include, but are not limited to, the following:

- Safety and health performance.
- Environmental performance.
- Community relations performance.
- Effective use of equipment, tools, and materials.
- Overall project management.

A closure meeting may take place to discuss both the strengths and opportunities for improvement identified in a performance evaluation.

Appendix A

CONTRACTOR REQUEST



Barrick Gold of North America

This form is used to request contractor additions to the
"North America Contractor List"

Originator:

Date:

Department/Division:

Justification for Adding Contractor (include last 4 years of safety performance including # incidents, total hours, lost workday cases, lost workday, restricted duty workdays, citations [MSHA, OSHA, EPA, other])

Originator Signature:

Date:

Approval Signatures

Division Manager/Supervisor

Date:

General Manager

Date:

Manager, Contracting & Procurement

Date:

MONTHLY CONTRACTOR HOURS FORM



Company Name:

Month/Year:



Please enter hours worked at the Barrick site in the areas below. It is critical that hours worked on the mine site are collect each month for safety tracking. This form must be completed and forwarded to the Barrick representative by the 1st business day of the following month. Hours are tracked from the 26th to 25th of each month. The “Barrick Monthly Contractor Hour Form” is to be email or faxed to the entities noted in the section below.

Email distribution:

Fax Number:

Mine Site Work Area	Total Hours Worked	Comments
Environmental		
Exploration		
Open Pit		
Underground		
Process Areas	Total Hours Worked	Comments
Autoclave		
Wet Mill		
Metallurgical Services		
Roaster		
Other (Please Explain)		
Total Hours		

