

Respecting Rights, Building Trust

Human Rights
Report 2025

BARRICK





Human Rights: The Foundation of Responsible Mining

Foreword

From our people on site to our partners in the supply chain, respect for human rights is a cornerstone of our business. It is the foundation of responsible mining and core to our creation of long-term value. Every decision we make, from exploration to closure, must reflect our commitment to ethical practices: upholding dignity, promoting fairness, and creating opportunity for the people whose lives intersect with ours.



Grant Beringer,
Group Sustainability Executive

“Respect for human rights is not an add-on; it is central to how Barrick mines responsibly.”

Clear Standards and Zero Tolerance

We have zero tolerance for any human rights violations whether committed by our employees, contractors, or any third party acting on our behalf. That principle is supported by clear governance from site management to Board oversight and is embedded in our policies, codes of conduct, and performance systems. Across the Group, we expect our people, partners and affiliates to uphold the same standards we set for ourselves.

Operating in Complex Environments

We do not underestimate the challenges. Barrick operates in diverse and often complex jurisdictions where weak governance, historical grievances, the absence of effective law enforcement, socio economic pressures and other factors present risk. These realities make transparency and accountability even more important. Due diligence, independent human rights assessments, grievance mechanisms, and our global whistleblowing hotline help ensure that issues are surfaced, investigated, and addressed.

Managing Risk with Discipline and Integrity

Human rights risk is inherent in our operating contexts. Our responsibility is to understand where those risks lie, how they may arise and be perceived, and to manage them with discipline and integrity. Over the past decade, we have built systems that identify risks early, apply consistent standards, and strengthen accountability across the business.

Transparency and External Accountability

External scrutiny plays a vital role in this journey. We disclose our actions through our Modern Slavery Statements in Canada and Australia and benchmark our performance against leading industry and investor frameworks, including those published by the United Nations, World Bank and the Organization for Economic Co-operation and Development (OECD). These public commitments keep us focused on improvement and allow stakeholders to judge our progress for themselves.

Our Progress

Over the past five years, we have implemented recommendations from independent reviews, strengthened supplier due diligence, expanded training on the Voluntary Principles on Security and Human Rights, enhanced grievance mechanisms to deliver timely access to remedies, and further embedded human rights considerations into our tailings governance.

Respect at the Core

We last published a Human Rights Report in 2021. Although our core policies have not materially changed since then, our implementation has continued to evolve. We believe the timing is right to provide an updated report on how we manage human rights risks, what we have learned, and where we are going next.

This report is also a reflection of the employees, contractors, community members, and partners, who remind us that respect for human rights is not an add-on, it is central to how Barrick mines responsibly.



About This Report:

Responsible mining requires respect for people, the environment, and the communities where we operate.

At Barrick, respect for human rights is a core pillar of our sustainability approach and an essential component of how we create long-term value.

This Human Rights Report explains how we implement our Human Rights Policy across the Group and how we identify, assess, and manage human rights risks throughout the life cycle of our operations. It builds on the disclosures provided in our Sustainability Report and provides additional detail on our governance systems, due diligence processes, salient human rights risks, and access to remedy mechanisms.

Our approach is informed by internationally recognized standards, including the United Nations Guiding Principles on Business and Human Rights (UNGPs), the OECD Guidelines for Multinational Enterprises, the International Labour Organization's Fundamental Principles and Rights at Work, and the Voluntary Principles on Security and Human Rights. The structure of this report broadly follows the UNGP Reporting Framework and reflects our ongoing efforts to strengthen transparency, accountability, and continuous improvement.

The scope of this report includes information relating to all wholly owned operations, joint ventures where Barrick is the operator, and joint ventures where operations are independently managed. Unless otherwise stated, the report reflects activities and developments across our operations since the publication of our previous Human Rights Report in 2021.

Certain operations that are not operated by Barrick are not included in the scope of this report. For example, the Zaldívar mine in Chile is operated by Antofagasta and is therefore excluded from this disclosure.



Contents

SECTION 1

Building on Decades of Progress

Guided by International Standards p.7

SECTION 2

Governance

Oversight, Ownership and Accountability p.11

Our Policies p.13

Due Diligence and Risk p.14

Risk Mitigation and Management Systems, Standards and Procedures p.18

Monitoring and Performance p.22

Grievance Mechanisms p.24

Feedback Loop p.27

SECTION 3

Independent Assessments, Performance Trends and External Validation

Independent Human Rights Assessments p.29

Performance Trends 2021-2025 p.31

External Validation and Benchmarking p.32

SECTION 4

Salient Human Rights Risks

Salient Human Rights Risks p.34

Why Security Is a Salient Risk p.38

Why Labor Rights Are a Salient Risk p.40

Worker Voice, Fair Working Conditions and Accountability p.41

Why Land and Community Rights Are a Salient Risk p.43

Why Water and Environmental Impacts Are a Salient Risk p.46

Why Indigenous Peoples and Vulnerable Groups Are a Salient Risk p.49

Why Freedom of Association and Human Rights Defenders Are a Salient Consideration p.53

Why Access to Remedy is important p.56

SECTION 5

Appendices

Glossary p.60

Abbreviations p.61

Site Assessment Summaries p.62

Our Human Rights Policy p.83

Our 2024 Modern Slavery Report p.89

Snapshot of Progress

Our Human Rights Journey



Human rights indicators integrated into Group risk management, executive oversight, and Board reporting.

18 Independent human rights assessments carried out between 2021-2026 covering all higher risk sites.

100% Training on the Voluntary Principles on Security and Human Rights, and enhanced grievance mechanisms **in place at all operations.**

Global supplier screening and modern slavery due diligence **fully operational**

Improved performance in the 2024 Corporate Human Rights Benchmark, ranking above the sector average and reflecting strengthened human rights due diligence and governance.

Salient risks identified, with management systems in place to manage them

Further embedded human rights considerations into our tailings governance.



Building on Decades of Progress

SECTION 1





Guided by International Standards

Respect for human rights is not new to Barrick and continues to be a fundamental part of our business philosophy. Our approach has evolved over more than two decades and continues to be informed by the leading international standards that define responsible business conduct.

We have progressively strengthened our policies, programs, and systems to reflect international expectations on business and human rights and to respond to lessons from our own operations.

Embedding Human Rights in Systems and Policies

Human rights are integrated into our core governance and management systems. Our policy framework, codes of conduct, and operational standards set expectations for behavior, engagement, and risk management and guide how human rights considerations are incorporated into daily decision-making.

This includes our approach to security, labor and working conditions, land and resettlement, community engagement, contractor management, and environmental performance.

Strengthening Through Experience

Operating in complex environments has reinforced the need for structured due diligence, independent assessments, and consistent engagement with workers, communities, and governments. Over time, we have broadened the scope and depth of these activities to better identify, prevent, and address human rights risks.

Recent progress has included expanding independent human rights assessments at higher-risk sites, enhancing grievance mechanisms to improve access to remedies, strengthening supplier and modern slavery due diligence, and integrating human rights considerations into our tailings governance and Group-level risk management.

These steps reflect our belief that good human rights practice is good risk management and supports long-term value creation.





Guided by International Standards

Our Human Rights Journey

2005

Adopted the principles of the United Nations Global Compact

2007

Began integrating the Voluntary Principles on Security and Human Rights into our practices

2010

Became a member of the Voluntary Principles Initiative

2011

Adopted our first Human Rights Policy, developed with input from leading experts

2017

Updated the Human Rights Policy to include zero tolerance for attacks on human rights defenders

2019

Revised the Human Rights Policy following the merger with Randgold Resources

2020

Updated human rights training and introduced new standards for the Use of Force and compliance with the Voluntary Principles on Security and Human Rights

2021

Published our first standalone Human Rights Report

2024

Updated human rights standards and procedures to reflect changing best practice and operational activities

2026

Published this Human Rights Report, reflecting the continued evolution of our program

“Our approach is grounded in international standards and tested through independent review.”



Governance

SECTION 2





Governance

With operations in more than 13 countries, over 59,000 employees and contractors, and a supply chain of thousands of third parties, we maintain a consistent, rights-respecting approach wherever we operate.

Our governance framework ensures that human rights are embedded into how we plan, operate and measure performance, and engage with stakeholders.

Oversight is exercised from the Board to site level through defined roles, integrated systems, and clear accountability. This structure enables us to identify and manage risks early, respond transparently when concerns arise, and continuously improve our approach over time.



Oversight, Ownership and Accountability

Board-Level Oversight

The Board has ultimate oversight of human rights risk management, exercised through the Audit & Risk Committee and the ESG & Nominating Committee. These Committees review how human rights considerations are integrated into our enterprise-risk and sustainability frameworks and receive updates on performance, independent assessments, grievance trends, and modern slavery compliance.

Governance Chain





Oversight, Ownership and Accountability

Executive Governance Through The ESOC

At the executive level, the Environmental and Social Oversight Committee (ESOC), chaired by our Chief Executive Officer, provides Group-wide governance. The ESOC reviews key indicators including assessment outcomes, supplier due diligence, whistleblower reports, grievance data, and progress against the Sustainability Scorecard. Issues requiring escalation are reported to the Board Committees to ensure consistent oversight.

“Human rights affect everyone, and our governance ensures they are owned, acted on, and accountable from the Boardroom to the pit face.”

Scope of Responsibility Across ESG and Sustainability

Sustainability, ESG, social license to operate, and human rights are broad terms that encompass many interconnected areas of our business. While these terms are often used as umbrella concepts, the Board and the ESOC have direct responsibility and accountability for the management of:

- Air quality and emissions, including greenhouse gases, gaseous emissions, and particulate matter
- Biodiversity and nature
- Climate change
- Community relations, community development, and grievance management
- Indigenous Peoples and vulnerable groups
- Labor and working conditions
- Safety and health
- Security and human rights
- Water stewardship
- Soil health and quality.

This portfolio reflects the full scope of environmental and social factors that shape our operational context, stakeholder relationships, and therefore long-term value creation.

Senior Leadership Accountability

Our governance framework is supported by senior leadership roles across sustainability, assurance, and risk. The Senior Vice President Business Assurance, Risk and Business Integrity ensures that investigations are impartial, findings are reflected in risk systems, and non-retaliation expectations are upheld.

Our Group Sustainability Executive and Group Sustainability Manager lead implementation of our Human Rights Policy, approve independent assessors, and provide technical guidance to regional and site teams.

Operational Accountability

Operational accountability sits with our General Managers, who are responsible for applying the Human Rights Policy and associated standards at the site level. They are supported by regional sustainability and social performance teams who work directly with members of local communities, employees, contractors and local authorities.

Together, this governance structure ensures that human rights are not managed in isolation, but embedded within the broader environmental, social, and operational systems that guide how we run our business.



Our Policies

Our Policy Commitment

Our Human Rights Policy provides the foundation for how we identify, prevent, and address human rights risks across our operations and supply chain. It reflects our responsibility to respect internationally recognized rights and sets expectations for every employee, contractor, and business partner working with us.

The Policy reinforces our commitment to conducting business in a way that safeguards people, supports local development, and promotes transparency.

Alignment With International Standards

Our Policy is informed by and aligned with the following frameworks:

- UN Guiding Principles on Business and Human Rights
- OECD Guidelines for Multinational Enterprises
- International Labour Organization's Core Labour Principles
- Voluntary Principles on Security and Human Rights.

These standards guide how we design controls, train our people, manage security arrangements, engage with communities, and assess suppliers and business partners.

What the Policy Requires of Us

The Policy sets clear commitments and expectations. We commit to:

- Respect internationally recognized human rights
- Avoid causing or contributing to adverse impacts
- Identify and assess risks across our value chain
- Prohibit forced, bonded, or child labor
- Apply zero tolerance for threats or reprisals against human rights defenders
- Uphold non-discrimination, freedom of association, and fair working conditions
- Provide or cooperate in legitimate processes for providing remedies where harm occurs
- Require suppliers and partners to meet equivalent standards
- Engage transparently with workers, members of local communities, and governments.

These commitments guide daily decision-making and provide the basis for our systems, training, and performance measures.

Integration Into Our Management Framework

Our Human Rights Policy is reinforced through broader governance documents, including our:

- Code of Business Conduct and Ethics
- Supplier Code of Ethics
- Social Performance Policy
- Environmental Policy
- Anti-Bribery and Corruption Policy
- Anti-Fraud Policy
- Global Vendor Onboarding Standard.

These policies set clear expectations for behavior, engagement, and risk management. Together, they ensure that human rights considerations are embedded into our planning, contracting, procurement, workforce management, community engagement, and operational discipline.

All key policy documents, including our Modern Slavery Statements, are publicly available on our website and reviewed and updated as appropriate to support transparency and stakeholder review.



Due Diligence and Risk

Our Approach to Human Rights Due Diligence

Human rights due diligence is integrated into our enterprise-risk framework and is applied across all operations with the same discipline as safety, environmental, and financial risk management. Our approach is guided by the UN Guiding Principles, the OECD Guidelines for Multinational Enterprises, and relevant International Finance Corporation (IFC) Performance Standards.

We identify where rights may be at risk, how impacts could arise, and what controls are required to prevent or mitigate them, including recognizing where rights may not yet be fully realized and where proactive initiatives can strengthen outcomes.

“Our Human Rights Policy is more than a statement. It is a commitment to uphold dignity and strive for fairness wherever we operate.”





Due Diligence and Risk

How We Identify Risks

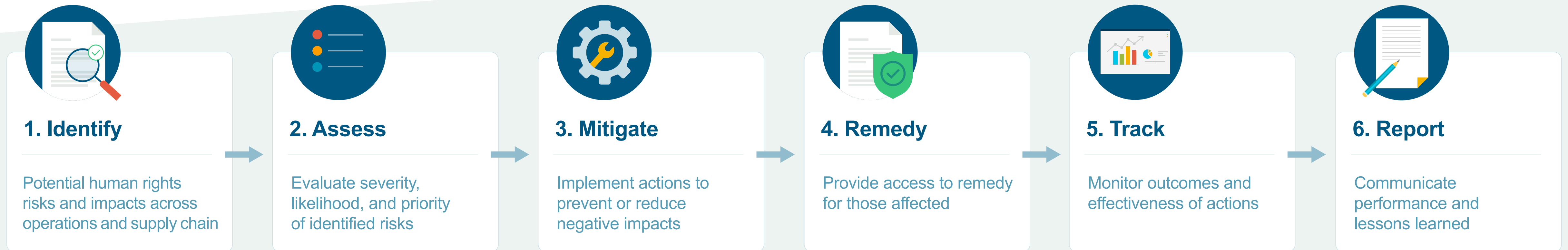
Each site must assess human rights and modern slavery risks associated with its workforce, contractors, suppliers, security arrangements, land use, and surrounding communities.

Risk identification draws on multiple sources, including:

- Baseline and monitoring studies undertaken by technical experts
- Engagement with employees, contractors, communities, NGOs, and government authorities
- Grievance and whistleblower data
- Internal audits and compliance reviews
- Annual self-assessments completed by all sites
- Independent third-party human rights assessments at higher-risk operations and self assessments at lower-risk sites.

This combination of inputs ensures we capture both structural risks and local context.

Risk Management Cycle



Due Diligence and Risk

Independent Third-Party Assessment

We have seven sites that fall into a higher-risk category for human rights risk. These higher-risk sites undergo independent human rights assessments on a rolling, risk-based cycle, typically every two to three years. These assessments are aligned with the UN Guiding Principles on Business and Human Rights, the Voluntary Principles on Security and Human Rights, the OECD Guidelines, ICMM Standards and other key international human rights instruments and covenants.

Assessments are conducted by independent human rights experts using an indicator framework based on major international human rights covenants and declarations. This framework is designed to identify actual, potential, and perceived impacts on rightsholders, including employees, contractors, communities, and vulnerable groups.

Each assessment typically includes:

- Review of site-level policies, procedures, and incident records
- On-the-ground engagement and observation
- Confidential interviews with employees, contractors and their employees, community members, traditional leaders, and local authorities
- Review of security arrangements and interactions with public and private security providers
- Assessment of the effectiveness and rights compatibility of grievance mechanisms.

Stakeholder selection and engagement are determined independently by the external experts and often include unannounced or informal interviews to support open, candid participation and minimize fear of reprisal.

Findings from these assessments inform site-specific action plans, updates to management systems, and targeted training and engagement. They also highlight good practices that can be shared across operations to strengthen consistency and continuous improvement in our human rights program.

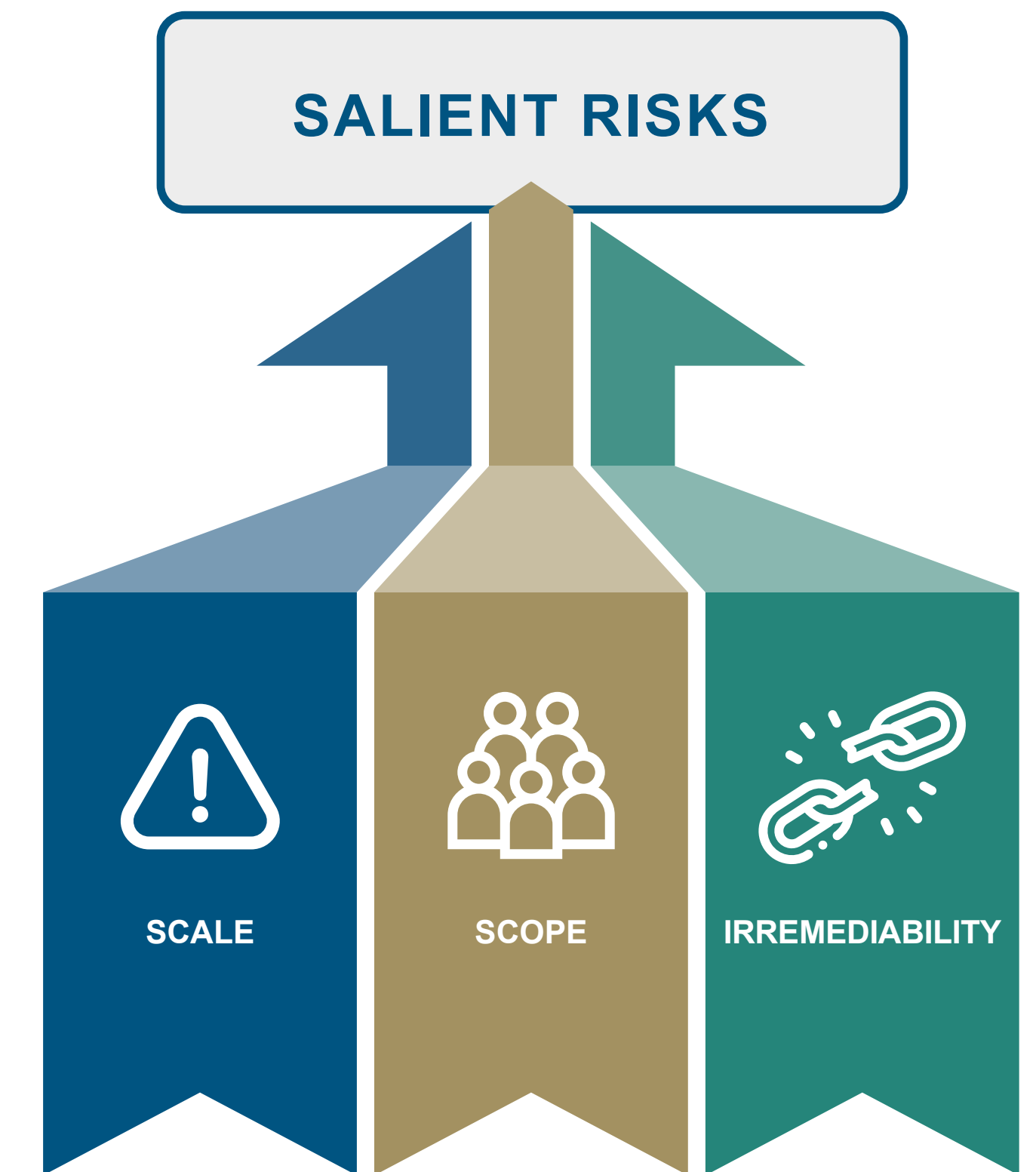
Determining Salient Human Rights Risks

We determine salient risks based on their potential impact to people using criteria drawn from the UN Guiding Principles:

- **Scale** – the severity of potential harm
- **Scope** – the number of people who may be affected
- **Irremediability** – the degree to which harm could be restored.

Using these criteria ensures that our focus remains on risks with the greatest potential consequences for people, not only the business.

What Makes a Risk Salient?





Due Diligence and Risk

Integration With the Group Risk Register

All identified human rights and modern slavery risks are recorded in the Group Risk Register and are treated as high unless effective controls are demonstrated. Each risk is assigned an accountable owner and reviewed at site, regional, and Group level through our internal reporting systems.

Where risks require escalation — due to severity, potential impact, or inadequate controls — they are reviewed by the ESOC and summarized for the Board ESG & Nominating Committee.

Using Insights to Strengthen Controls

Lessons from assessments and risk reviews are used to update procedures, training, community engagement, supplier oversight, and contractor management. These insights are shared with regional teams and discussed during ESOC meetings to support consistency and early detection of emerging issues.

“Good due diligence sees risk before it becomes harm, that is the discipline we expect across every site, every day.”





Risk Mitigation and Management Systems, Standards and Procedures

Embedding Human Rights Into Operational Systems

Our management systems translate policy commitments into practical requirements that guide how risks are mitigated across the business. Human rights considerations are embedded into systems that govern security, labor and working conditions, land and resettlement, contractor oversight, community engagement, grievance handling, environmental performance, and closure planning.

These systems reflect international standards and provide the procedures, training, and expectations required to prevent harm, strengthen controls, and support consistent implementation across all operations.

Security and Human Rights

We are signatories to and apply the Voluntary Principles on Security and Human Rights across all operations. Key elements include:

- Clear expectations for private and public security providers, while recognizing that public security providers are sovereign, independent police forces governed by and under their own chains of command
- Requirements on the use of force
- Training for security personnel and contractors
- Oversight of incidents and follow-up actions.

Security arrangements are assessed through internal reviews, independent human rights assessments, and third-party verification.

Labor, Working Conditions, and Workforce Management

Our systems require:

- Non-discrimination and equal opportunity
- Prohibition of forced, bonded, or child labor
- Freedom of association and collective bargaining
- Safe and healthy working conditions
- Fair treatment of employees and contractors.

These expectations are reinforced through onboarding, training, supervision, contractor oversight, and regular workforce engagement.

Land, Resettlement, and Community Engagement

Human rights considerations are integrated into procedures that guide:

- Land access and acquisition
- Economic displacement
- Resettlement planning
- Community consultation and information sharing
- Local development programs.

Community teams maintain regular dialogue with stakeholders to identify emerging concerns early and ensure decisions are informed by local context.

Supplier and Contractor Management

Our Supplier Code of Ethics sets expectations on human rights, labor, safety, and non-discrimination. Human rights and modern slavery clauses are embedded into contracts and reinforced through:

- Screening and risk-based due diligence
- Supplier onboarding
- Site audits and periodic reassessment
- Corrective-action plans where gaps are identified.

Higher-risk suppliers undergo enhanced due diligence, and material issues may be escalated to the ESOC.

Risk Mitigation and Management Systems, Standards and Procedures

Tailings Stewardship and Human Rights

Human rights are integrated into our tailings governance through our Tailings and Heap Leach Management Standard, which is aligned with the Global Industry Standard on Tailings Management (GISTM). Oversight is supported by a defined structure that includes the Engineer of Record, the Independent Tailings Review Board (ITRB), and the site Responsible Tailings Facility (RTF) lead for each facility.

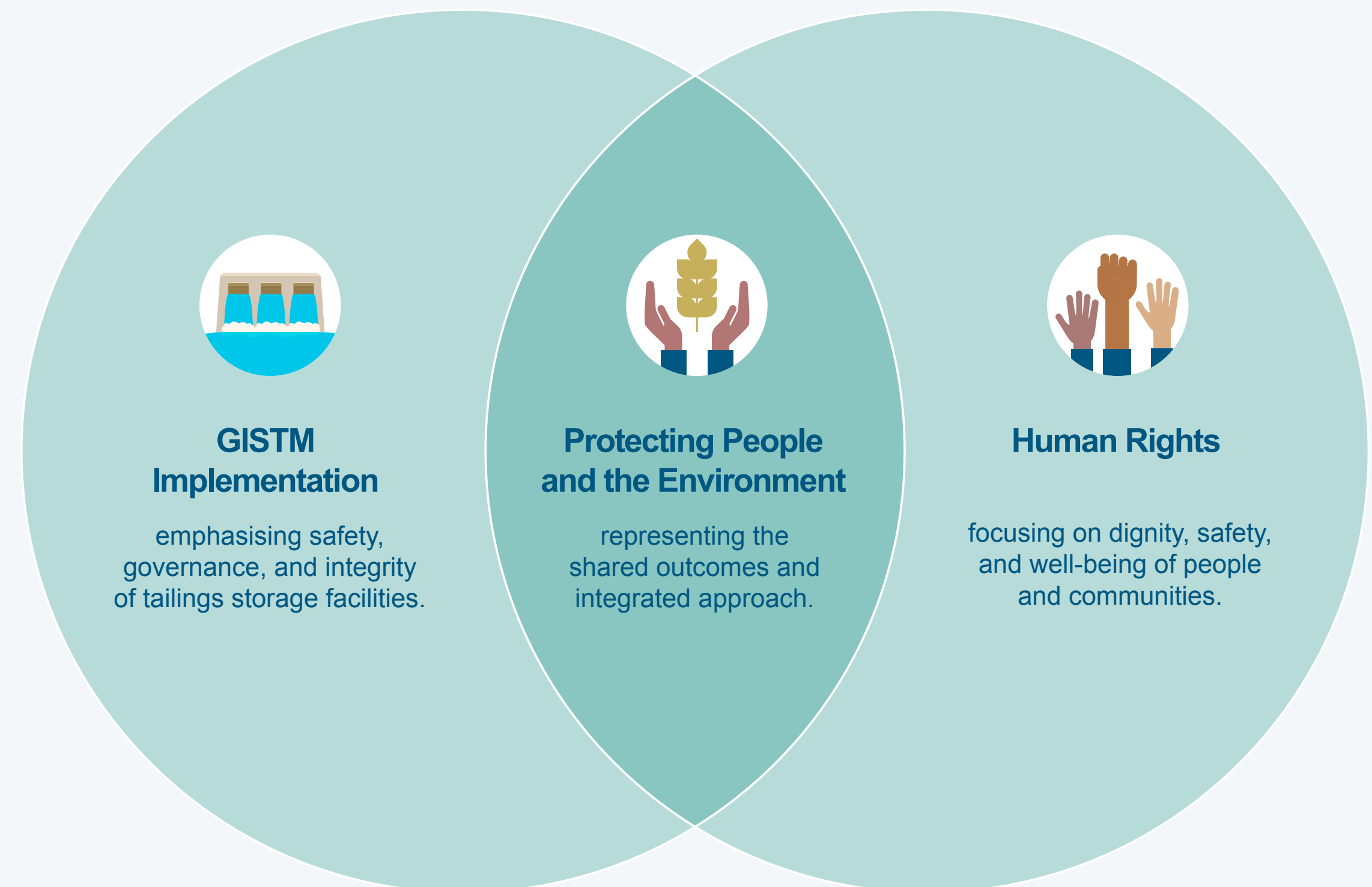
Each tailings storage facility is managed through a risk-based approach that incorporates:

- Independent technical review by the Engineer of Record
- Periodic evaluation by an ITRB
- Community-impact and downstream consequence assessments
- Reviews of emergency preparedness and response plans
- Ongoing monitoring of facility performance and integrity.

This governance structure ensures that engineering integrity, environmental protection, and community safety are considered in parallel, not in isolation.

Human rights considerations are embedded across our approach, including in the Multiple Alternatives Assessment process, which evaluates social, environmental, technical, and financial factors when determining new facility design or modifications to existing facilities. Engagement with downstream communities and local authorities supports transparency, preparedness, and a shared understanding of emergency response measures.

Tailings Governance & Human Rights





Risk Mitigation and Management Systems, Standards and Procedures

Training and Awareness

Respect for human rights depends on awareness, knowing what to look for, how to respond, and where to seek support. We invest in regular training and capacity building so that employees, contractors, and partners understand their responsibilities and can act on them.

All employees and contractors complete onboarding training on our Code of Business Conduct and Ethics, which embeds our human rights commitments and outlines how to identify and report concerns. This ensures that respect for rights is part of daily decision making across the business. Employees are also required to do annual refresher training.

Targeted modules strengthen understanding in higher-risk functions. These include:

- Security and human rights
- Modern slavery and supply chain due diligence
- Contractor and community conduct expectations
- Anti-bribery and corruption, including for those engaging with government authorities, traditional leaders, and community representatives.

Managers and supervisors receive tailored guidance on identifying risks, engaging communities, and supporting grievance resolution. These sessions reinforce operational discipline, accountability, and local trust.

Completion of all training is tracked through our Learning Management System and reported to the ESOC. Where gaps are identified, sites are required to implement targeted refresher programs.

Embedding Learning in Practice

Training is most effective when it is reinforced in daily decision making. Human rights awareness is embedded in how our teams work, lead, and learn together. Site leaders regularly revisit key training topics during operational meetings, linking them to real-life examples such as respectful community engagement, effective handling of grievances, and managing contractor conduct. These conversations connect policy to lived experience and strengthen accountability at all levels.

By grounding learning in practical scenarios, we build confidence in applying human rights principles on the ground. This approach reinforces a culture where respect, responsibility, and responsiveness are not only taught but demonstrated.

Continuous Review and Improvement

Training content is reviewed and updated annually based on participant feedback, insights from human rights assessments, and lessons from grievance data. This ensures that our learning programs remain practical, relevant, and aligned with emerging risks across the Group.





Risk Mitigation and Management Systems, Standards and Procedures

Incident Response and Corrective Action

Where potential impacts or breaches are identified, we follow structured investigation procedures. Issues may be raised through operational channels, site based grievance mechanisms, or our whistleblower hotline. Investigations:

- Are overseen by operational, sustainability, and assurance teams
- Assess root causes and control failures
- Identify corrective and preventive measures
- Feed lessons learned into systems, training, and guidance.

Significant matters may be escalated to the ESOC and the Senior Vice President Business Assurance, Risk and Business Integrity.

Human rights risk cannot be reduced to zero. What matters is the discipline of knowing where risks exist, understanding how they may occur, and ensuring the right controls, engagement, and oversight are in place to manage them.

“Strong systems protect people — clear standards and consistent controls are how we turn commitment into action.”





Monitoring and Performance

Integrated Monitoring Across the Business

We monitor human rights performance through a combination of site-level reporting, regional reviews, Group oversight, and Board scrutiny. These processes ensure that risks are tracked consistently, gaps are identified early, and progress is visible to leadership and stakeholders.

Monitoring is integrated into the same systems that govern safety, environmental, and financial performance, reinforcing the importance of human rights within our broader operational framework.

Sustainability Scorecard

The Sustainability Scorecard provides a consolidated view of human rights performance across all operations. Indicators include:

- Grievance management and resolution
- Independent HRIA findings
- Progress against independent HRIA action plans
- Training completion rates
- Security and human rights metrics.

The Scorecard is reviewed quarterly by the ESOC and reported to the ESG & Nominating Committee of the Board. Results inform leadership evaluations and executive incentives.

Group Risk Register

All human rights and modern slavery risks are recorded in the Group Risk Register. Risks:

- Are treated as high unless effective controls are demonstrated
- Are assigned accountable owners
- Are reviewed through site, regional, and Group processes
- Are escalated to the ESOC if controls are inadequate or issues are material.

This ensures consistency in how risks are evaluated and reinforces the expectation that human rights are managed with the same rigor as other core risk domains.

Internal Reporting and Assurance

We use internal reporting systems to track incidents, investigations, and corrective actions across the Group. Key features include:

- Structured tracking of incident reports and follow-up actions
- Visibility of performance at site, regional, and Group levels
- Integration with investigation procedures overseen by assurance and sustainability teams.

Internal audits and assurance reviews test compliance with our Human Rights Policy, Social Performance Policy, and supporting standards. Findings inform updates to procedures and training.





Monitoring and Performance



Independent Verification

Independent third-party human rights assessments provide external validation of our performance and help ensure transparency and accountability. Higher-risk operations undergo full reviews every two to three years, aligned with the UN Guiding Principles on Business and Human Rights, the Voluntary Principles on Security and Human Rights, the OECD Guidelines, and relevant host-country legislation.

Lower-risk operations complete structured self-assessments using Barrick's 36-question tool, which evaluates security practices, employee training, and grievance mechanisms, and requires ongoing self-assessments and monitoring.

Findings from both independent assessments and self-assessments are documented, shared with regional management, and, where appropriate, incorporated into site and regional action plans. Progress is tracked through our internal reporting systems and the Sustainability Scorecard, and is reviewed by the ESOC and the Board ESG & Nominating Committee.

This combined approach; self-assessment, independent review, and Board-level oversight supports continuous improvement, strengthens assurance over our controls, and provides stakeholders with confidence that human rights risks are being managed systematically and transparently.

“What gets measured gets managed, and what gets managed improves. That discipline defines how we track human rights performance.”



Grievance Mechanisms

Accessible and Trusted Channels

We maintain grievance mechanisms at every operation to ensure that employees, contractors, and community members can raise concerns safely, openly, and without fear of discrimination or retaliation. These mechanisms are aligned with the effectiveness criteria set out in the UN Guiding Principles and IFC Performance Standards, including legitimacy, accessibility, predictability, equitability, transparency, and rights compatibility.

To suit local context and preference, concerns may be raised through:

- Community grievance offices or focal points
- Written submissions and in-person meetings
- Worker reporting channels
- Community engagement forums
- Our independent, multilingual whistleblower hotline.

Grievances can be submitted anonymously. Our non-retaliation commitment is communicated through onboarding training and ongoing engagement.



“Grievances are not noise, they are insight. Listening well helps us respond well, and it builds the trust we depend on.”



Grievance Mechanisms

Structured Intake, Investigation, and Resolution

All grievances are logged in our internal reporting systems, assigned a responsible owner, and tracked through a defined process from intake to closure.

Site teams lead investigations, supported by regional social performance specialists to ensure consistency, fairness, and timely follow-up.

Where grievances indicate complex, sensitive, or systemic issues, cases may be escalated to the Group level, including to the Senior Vice President Business Assurance, Risk and Business Integrity, to ensure impartial review and alignment

with investigation procedures. Corrective and preventive actions may include procedural changes, clarifications, remediation steps, or enhanced engagement with affected stakeholders.

We track the number of grievances received each month and aim to resolve all grievances lodged through the mechanism within 30 days of receipt.

Grievance Funnel





Grievance Mechanisms

Strengthening Consistency Through Digital Tools

We are expanding the use of digital tools across regions to improve the consistency and quality of grievance management. Following pilot projects in selected jurisdictions, these tools support:

- Structured recording of grievances
- Tracking of progress against response timelines
- Systematic categorization of issues
- Improved data quality for trend analysis.

As implementation expands, these tools will help strengthen oversight, transparency, and alignment across regions while ensuring that key insights inform decision-making and the early detection of emerging issues.

Integration Into Governance and Performance

Grievance data is reviewed regularly at site level and incorporated into regional discussions to support timely responses and identify patterns. Key trends, recurring issues, and material cases are consolidated and reviewed quarterly by the ESOC together with other human rights indicators.

This integration ensures that concerns raised through grievance channels inform:

- Training and leadership guidance
- Updates to procedures and management plans
- Contractor oversight
- Community engagement approaches
- Broader risk mitigation measures.

A Source of Learning and Improvement

We analyze grievance trends across all operations to identify root causes and systemic risks. Where patterns suggest broader issues, targeted interventions are developed with site and regional teams to strengthen controls and prevent recurrence.

Grievance mechanisms therefore support both access to remedy and continuous improvement, reinforcing trust with workers and communities and strengthening our ability to manage human rights risks proactively.

Total grievances received during 2025: **450**

Grievances resolved during 2025*: **488**

Grievances resolved within 30 days for grievances received during 2025: **240**



* Includes all grievances resolved regardless of lodgment date



Feedback Loop

Integrating Learning Across the Business

Continuous improvement is built into our human rights governance model. We use information from assessments, grievances, investigations, supplier reviews, audits, and risk analyses to strengthen controls, refine guidance, and update training and engagement approaches.

This cycle ensures that lessons from one site are shared across the business, enabling early identification of emerging risks and consistent application of good practice.

From Recommendations to Action

Independent third-party assessments, structured self-assessments, assurance reviews, and internal investigations generate recommendations that, where appropriate, are incorporated into site and regional action plans. Actions are:

- Assigned to accountable owners
- Entered into our internal reporting systems
- Tracked through site and regional review processes
- Monitored quarterly through the ESOC
- Reported to the ESG & Nominating Committee of the Board.

This structure ensures that findings from both internal and external reviews lead to real improvement, not just reporting.

Using Insights to Strengthen Systems

Insights from assessments and grievance trends inform updates to:

- Standard operating procedures
- Social performance and community engagement processes
- Security and human rights practices
- Supplier and contractor requirements
- Risk controls and monitoring approaches
- Training content for leaders, employees, contractors, and private security providers.

Patterns of recurring issues are escalated for deeper analysis and targeted intervention at site and regional levels.

Embedding Continuous Improvement in Governance

Our internal reporting systems consolidate information from across the Group, providing visibility into open actions, issues requiring escalation, and progress against recommendations. These insights are reviewed regularly by regional leadership and the ESOC to ensure early detection of systemic challenges.

External benchmarks, including the Corporate Human Rights Benchmark, ICMM Performance Expectations, and the Responsible Gold Mining Principles, provide additional guidance on how we can continue strengthening transparency, disclosure, and effectiveness tracking.

A Dynamic and Adaptive System

Continuous improvement reinforces that human rights management is an active system, not a static set of commitments. By integrating learning into our governance processes, we strengthen our ability to:

- Identify and understand risks
- Adapt controls and engagement strategies
- Improve access to remedy
- Respond transparently to stakeholder expectations
- Maintain trust with employees, contractors, and communities.

This feedback loop helps ensure our systems remain responsive, credible, and aligned with international standards.

“Continuous improvement ensures our systems are sharp, adaptive, and grounded in real experience.”



Independent Assessments, Performance Trends and External Validation

SECTION 3





Independent Human Rights Assessments

Independent human rights assessments are conducted by external consultants on a rolling, risk-based cycle. Higher risk sites are typically reviewed every two to three years while lower risk operations complete structured self-assessments.

Assessments are aligned with the UN Guiding Principles on Business and Human Rights, the Voluntary Principles on Security and Human Rights, the OECD Guidelines for Multinational Enterprises, ICMM standards, and other core international human rights instruments and covenants, as well as relevant host country requirements and legislation. Independent specialists use an indicator framework designed to identify potential, actual, and perceived impacts on workers, contractors, communities, and vulnerable groups.

Typical assessment activities include:

- Review of site level policies, procedures, incident records, and grievance data
- On the ground observation of operations and surrounding communities
- Confidential interviews with employees, contractors, and their employees, community members, traditional leaders, and government representatives

- Assessment of interactions with public and private security providers
- Evaluation of the effectiveness and rights compatibility of grievance mechanisms.

Stakeholder selection and interview processes are determined independently by the external assessors and conducted confidentially to encourage open participation and minimize fears of reprisal.

Findings inform site specific action plans, updates to management systems, and good practices that can be replicated across regions.

Self-assessments at lower risk sites use a structured 36 question tool to evaluate the presence and effectiveness of key controls, including security practices, grievance mechanisms, and training. Results are reviewed by regional management and our Group Sustainability Executive and are integrated into site risk registers and follow up plans.

Insights From Independent Assessments

Independent assessments consistently highlight the:

- Importance of engagement with public security providers
- Need for strong contractor and workforce management
- Importance of early engagement on land and livelihoods
- Centrality of water quality and monitoring
- Risk of excluding vulnerable groups

These insights inform the actions and case studies that follow.





Independent Human Rights Assessments

Assessment schedule table 2021 - 2027

Independent human-rights assessments are conducted on a rolling, risk-based cycle. The table below summarizes reviews completed to date and those scheduled through 2027.

KEY

-  Completed
-  Scheduled
-  Divested

Site	2021	2022	2023	2024	2025	2026	2027
Pueblo Viejo	Completed			Completed			Scheduled
Veladero		Completed				Scheduled	
Porgera					Completed		Scheduled
Reko Diq				Completed		Scheduled	
North Mara	Completed		Completed	Completed	Completed		Scheduled
Bulyanhulu			Completed				Scheduled
Lumwana		Completed		Completed		Scheduled	
Kibali	Completed		Completed			Scheduled	
Loulo-Gounkoto	Completed		Completed			Scheduled	
Tongon		Completed				Divested	Divested
Jabal Sayad			Completed			Scheduled	



Performance Trends 2021 - 2025

Over the past five years, our human rights program has focused on fully embedding and further implementing human rights considerations into our operational management system. Independent assessments, self-assessments, grievance data, and monitoring outcomes show continued strengthening of controls across the business.

Key milestones include:

- Independent human rights assessments cover all higher risk sites
- Training and grievance mechanisms in place at 100% of operations
- Human rights indicators integrated into Group risk management, executive oversight, and Board reporting
- Global supplier screening and modern slavery due diligence fully operational.

Our evolution can be summarized as follows:

- **2019–2020:** Consolidation following the Randgold merger and establishment of unified policies and reporting systems
- **2021–2022:** Expansion of independent assessments and roll out of centralized reporting and grievance tracking
- **2023–2024:** Alignment of our program with the UN Guiding Principles, IFC Performance Standards, and the GISTM, supported by global supply chain due diligence and modern slavery training.

This trajectory reflects an evolution from policy to practice, with human rights management now firmly integrated into how we plan, operate, and measure performance across the Group.

Summaries of site-based assessments by independent specialists are provided in Appendix 1.





External Validation and Benchmarking

We benchmark our program against leading frameworks including:

- The Corporate Human Rights Benchmark (CHRB)
- ICMM Performance Expectations
- World Gold Council Responsible Gold Mining Principles (RGMPs)
- RGMPs+ assurance and the Apex sustainability system assessment

These frameworks test the strength of our governance, the quality of our systems, and the transparency of our reporting. Apex and RGMPs+ provide assurance on the robustness of our standards and management systems, while CHRB places emphasis on risk identification, salience, remedy, and disclosure.

In 2024, Barrick strengthened its performance in the Corporate Human Rights Benchmark, reflecting continued progress in embedding and disclosing salient risk management, remedy, and effectiveness tracking.

Peer comparison (CHRB 2024):

- Sector average (extractives): **~30%**
- Barrick: **37.1%**
- Top quartile performer: **~45%+**

Our priorities going forward include expanding measurable indicators for remedy effectiveness, strengthening supplier engagement disclosure, and enhancing transparency around engagement with human rights defenders.

“External benchmarks and assurance help us see our program through the eyes of our stakeholders.”





Salient Human Rights Risks

SECTION 4





Salient Human Rights Risks

Our salient human rights risks are those with the greatest potential to impact people. They are identified through independent assessments, workforce and community engagement, grievance insights, monitoring data, and site level reviews. These processes help ensure our understanding remains grounded in operational realities.

This section outlines what these risks are, why they matter, and how they differ across regions before illustrating how we manage them in practice.

What Makes a Risk Salient for Barrick

We apply the UN Guiding Principles' criteria of scale, scope, and irremediability to assess severity. Independent experts, site teams, communities, and grievance data consistently reinforce five core areas where the potential for impact on people is greatest.

How Salient Risks Differ Across Regions

The origins of salient risks differ depending on governance capacity, local security dynamics, land tenure systems, seasonal water availability, cultural heritage, gender dynamics, and migration patterns. Our categories are global, but their expression is distinctly local.

Salient risks are identified through global assessments, community feedback, and analysis of operational context.

Our Salient Human Rights Risks

1. **Security and Use of Force**
2. **Labor and Working Conditions**
3. **Land and Community Impacts**
4. **Water, Environment, and Health**
5. **Indigenous Peoples and Vulnerable Groups**

These categories show where people could be most affected, not where impacts are inevitable. They help ensure our systems remain strongest in the areas of greatest potential harm.



“Knowing where people may be most affected is how we focus our effort where it matters most.”



Human Rights Risk & Progress Map

Salient Risks

- Security and Use of Force
- Labor and Working Conditions
- Land and Community Impacts
- Water, Environment, and Health
- Indigenous Peoples and Vulnerable Groups

Independent assessments and ongoing engagement help us identify and manage human rights risks across our global portfolio. This map shows where risks are most significant, the themes identified through external reviews, and the progress made in implementing recommendations.

Lumwana Zambia

Salient risk: Security and Use of Force, Land and Community Impacts, Indigenous Peoples and Vulnerable Groups

Actions closed: 100%

Grievances resolved within 30 days: 100%

Personnel trained: 100%

Tongon Cote d'Ivoire

Salient risk: Land and Community Impacts, Indigenous Peoples and Vulnerable Groups

Actions closed*: 100%

Grievances resolved within 30 days: 100%

Personnel trained: 100%

Pueblo Viejo Dominican Republic

Salient risk: Labor and Working Conditions, Land and Community Impacts, Water, Environment, and Health

Actions closed: 100%

Grievances resolved within 30 days: 100%

Personnel trained: 100%

Veladero Argentina

Salient risk: Indigenous Peoples and Vulnerable Groups, Labor and Working Conditions

Actions closed: 100%

Grievances resolved within 30 days: 100%

Personnel trained: 100%

Kibali Democratic Republic of Congo

Salient risk: Security and Use of Force, Labor and Working Conditions, Land and Community Impacts

Actions closed: 100%

Grievances resolved within 30 days: 100%

Personnel trained: 100%

North Mara Tanzania

Salient risk: Security and Use of Force, Labor and Working Conditions

Actions closed: 100%

Grievances resolved within 30 days: 100%

Personnel trained: 100%

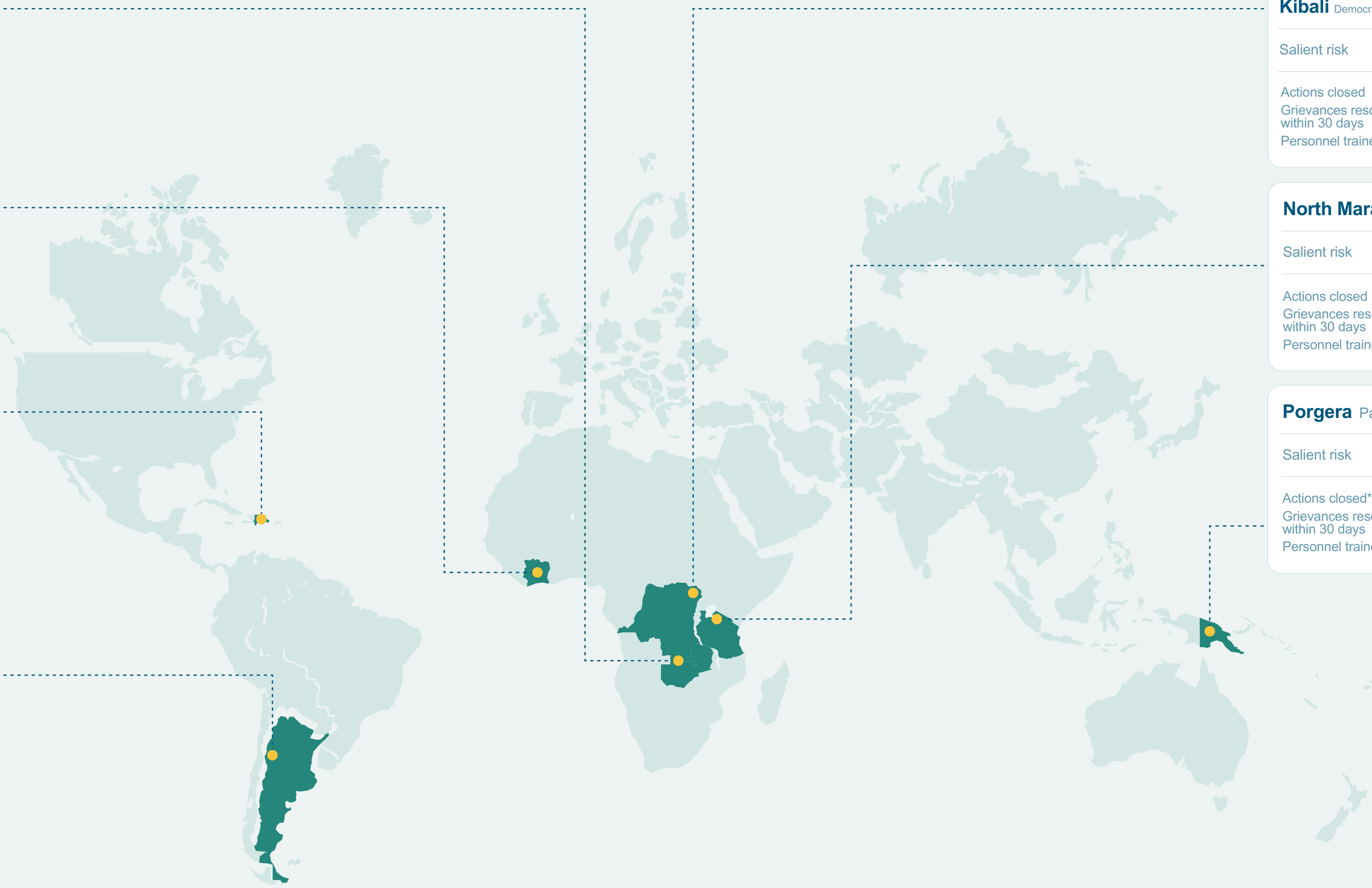
Porgera Papua New Guinea

Salient risk: Security and Use of Force, Labor and Working Conditions

Actions closed**: 100%

Grievances resolved within 30 days: 100%

Personnel trained: 100%



* On 2 December 2025 Barrick sold its interests in the Tongon gold mine and certain of its exploration properties in Côte d'Ivoire to the Atlantic Group.

** It should be noted that this HRA was undertaken as part of Porgera's restart activities following a period of Care and Maintenance beginning in 2020, to determine baseline human rights conditions in the operating environment and identify human rights risks. This summary should be viewed with this context in comparison to other asset summaries that assess risks while in operation. Prior assessments and action plans were not considered in this summary.



Salient Human Rights Risks

Stakeholder Engagement: Understanding Risk Through Daily Dialogue

Salient risks are informed not only by formal systems but by continuous engagement with communities, workers, traditional leaders, local authorities, and civil society.

Site-Level Engagement

Community Development Committees (CDCs)¹ provide structured platforms for participation and oversight.

They:

- Help identify and prioritize community project
- Track delivery
- Strengthen transparency
- Ensure inclusion of diverse voices

Group-Level Engagement

We contribute to:

- VPSHR working groups
- OECD Responsible Business Conduct Forum
- ICMM and WGC human rights committees
- NGO, investor, and civil society dialogues
- Consolidated Mining Standards Initiative

These engagements help ensure alignment with evolving good practice and early identification of emerging risks.



¹ Community Development Committees (CDCs) are local stakeholder forums that bring together community representatives, traditional leaders, and mine management to discuss development priorities, monitor project implementation, and raise concerns related to social and environmental impacts.



Salient Human Rights Risks

How Salience Drives Action

Salient risks shape:

- Independent assessment scheduling
- ESOC escalation
- Training priorities (VPSHR, modern slavery, anti-bribery and corruption)
- Community engagement
- Resettlement and livelihood planning
- Water and tailings monitoring
- Grievance pathways and remedy
- Site-level action plans

Operating in Diverse and Complex Contexts

We operate in regions with varied governance, environmental, security, socio-economic, and cultural conditions. Regional reviews help identify evolving issues such as:

- Security dynamics
- Labor migration
- Land access and livelihoods
- Gender based vulnerabilities
- Water scarcity and competing demands

These insights inform training, risk registers, engagement planning, and operational decision making.

Transparency and Engagement

Open communication is central to how we understand and manage human rights risks. We engage regularly with employees, communities, governments, investors, and civil society to share information, listen to concerns, and understand expectations. These conversations help identify risks early and ensure our approach remains grounded in local realities.

We report on our performance through this Human Rights Report, our Sustainability Report, and Modern Slavery Statements prepared in line with Canadian and Australian reporting requirements. These disclosures follow the UN Guiding Principles Reporting Framework and undergo internal review.

Engagement outcomes and feedback are logged in internal reporting systems to ensure consistency in documenting issues, grievances, and follow up actions across all operations.



“Engagement works best when it is regular, transparent, and grounded in mutual respect.”



Why Security Is a Salient Risk

Our operations often take place in remote or rural areas where state and police presence may be limited, infrastructure is constrained, and economic opportunities vary. These contexts naturally create conditions where trespassing, theft, illegal mining, or criminal activity may occur. Security is essential to protect our workforce, contractors, members of local communities, and assets.

However, security arrangements can create human rights risk particularly where:

- Public security forces operate near mine sites
- Communities live close to mining infrastructure
- Socioeconomic pressures increase the likelihood of conflict, trespass or armed invasions onto mine sites
- Cultural norms or local enforcement practices differ from international standards

These dynamics make security and human rights one of our most consistently salient risks across regions.

“Security must protect people, not compromise their rights. Our systems are built with that principle at their center.”

Our Approach to Managing Security Risk

We apply the Voluntary Principles on Security and Human Rights (VPSHR) across all operations. These principles guide how we select, train, oversee, and evaluate both private and public security arrangements.

Our approach includes:

Clear expectations and standards

- All private and public security providers are required to operate in line with international human rights standards and national law, while recognizing that public security providers are often sovereign, independent police forces with their own chains of command.
- Use of force is restricted to situations where it is strictly necessary and proportionate. At most Barrick operations, private security personnel are unarmed and their jurisdiction is limited to the mine site, reflecting our focus on deterrence, de-escalation, and respect for human rights.

Selection and oversight

- Contractor screening includes human rights criteria.
- Memoranda of Understanding with host governments or police forces clarify roles, responsibilities, engagement protocols, and expected conduct of state security forces. These make clear that under no circumstances can Barrick direct or control the actions of any police force.

Training and awareness

- All security personnel receive human rights and use-of-force training, delivered in local languages and refreshed annually.
- Scenario-based exercises build practical skills in proportionality, respectful engagement, and de-escalation.

Monitoring and continuous improvement

- Sites conduct annual VPSHR risk assessments, reviewed by regional security and social-performance teams.
- Independent audits and after-action reviews evaluate effectiveness and identify system improvements.
- All incidents or allegations are recorded, investigated, and tracked to closure through internal reporting mechanisms overseen by assurance, sustainability, and risk teams.

In practice, this approach means that private security providers are trained to de-escalate conflict, engage respectfully with members of local communities, and report concerns promptly. Regular dialogue with local authorities and civil society partners strengthens understanding and trust.



CASE STUDY

Strengthening Trust Through Joint Security Training

📍 North Mara, Tanzania



The North Mara mine in Tanzania operates in a region where both public and private security forces play essential roles in safeguarding people and property. Unfortunately, this mine has been the subject of repeated armed intrusions over the years, often by large numbers of trespassers intent on stealing or damaging valuable assets and property. Because these security forces interact frequently with members of neighboring communities, a strong understanding of international standards and human rights expectations is critical to maintaining trust.

In 2024, the site held joint refresher training sessions for public and private security personnel. These sessions were delivered in local languages and combined classroom learning with practical, scenario-based exercises. Topics included proportional use of force, de-escalation techniques, incident reporting, and respectful engagement with community members.

What made this program distinctive was the inclusive design. Local police, private security contractors, community leaders, and members of site management participated together. This format helped clarify roles and responsibilities, reduce misunderstandings, and reinforce the expectations set out in the Voluntary Principles on Security and Human Rights (VPSHR).

Since the training, coordination between public and private security teams has strengthened, and incident response has become more consistent. Regular dialogue with local authorities continues to support alignment and shared accountability.

It is important to clarify that neither Barrick nor North Mara direct or control the Tanzanian Police Force.

Results:

- **100% of on-site security personnel completed VPSHR refresher training**
- **Multiple joint sessions held with participation from local police and private security providers**
- **Legacy grievance backlog fully closed. In 2025, only 16 grievances were recorded, reflecting effective resolution processes and strong community awareness.**

“Shared training builds shared understanding. At North Mara, it strengthened coordination and improved community confidence.”



Why Labor Rights Are a Salient Risk

Our operations depend on a large and diverse workforce, including employees, contractors, and suppliers. In many regions where we operate, labor markets can be characterized by informal work, limited regulatory capacity, gaps in enforcement, and economic vulnerability. These conditions increase the salience of labor related human rights risks including:

- Forced, bonded, or child labor in extended supply chains
- Unequal treatment or discrimination
- Unsafe or hazardous working conditions
- Excessive working hours or inadequate rest periods
- Constraints on freedom of association or collective bargaining
- Contractor practices that fall short of our standards

Because these risks can lead to serious harm, labor rights and working conditions consistently emerge as salient risks across our portfolio.

Our Approach to Managing Labor Related Risks

We uphold the International Labour Organization's Fundamental Principles and Rights at Work and apply them across all operations. Our approach focuses on prevention, early detection, and continuous improvement.

Clear expectations and standards

- Our Code of Business Conduct and Ethics prohibits forced, bonded, or child labor.
- Equal opportunity, non-discrimination, and fair treatment are embedded in recruitment, performance management, and remuneration.
- Freedom of association and collective bargaining are respected at all operations.

Monitoring and oversight

- Labor risks are assessed through independent and self-assessments, internal audits, workforce surveys, and supplier due diligence.
- Findings are recorded in our internal reporting systems and integrated into site and regional action plans.
- Issues that signal systemic concerns are escalated to regional management and the ESOC.

Safe and healthy working conditions

- Health and safety systems follow a risk-based approach including training, hazard identification, incident reporting, and continuous improvement.
- Joint safety committees, toolbox talks, and routine inspections help maintain strong performance and shared ownership.

Supplier and contractor due diligence

- All suppliers must comply with our Supplier Code of Conduct.
- Higher risk suppliers undergo enhanced screening using external platforms such as TRACE International.
- Corrective action plans are required when gaps are identified, and material concerns may lead to contract termination.

Together, these measures help build workplaces where people can work safely, be treated fairly, and raise concerns without fear of retaliation.

“Decent work is a fundamental right. Fairness, safety, and dignity shape how we employ, engage, and support our people.”



Worker Voice, Fair Working Conditions and Accountability

Respect for labor rights begins with ensuring that workers can raise concerns safely and that their perspectives inform how our operations are managed. We maintain multiple channels through which employees and contractors can raise concerns about working conditions, labor practices, or potential human rights impacts. These include site-level grievance mechanisms, formal engagement with worker representatives and unions where present, and our confidential, independently operated whistleblower hotline, which is accessible globally and available in multiple languages.

All concerns raised through these channels are investigated under defined procedures and tracked through our internal reporting systems. Our Human Rights Policy and Code of Business Conduct and Ethics prohibit retaliation against anyone who raises a concern in good faith. These protections are reinforced through training, leadership communications, and oversight by our Business Assurance and Sustainability teams.

Monitoring the effectiveness of these mechanisms is an important part of ensuring they remain trusted and accessible. We review grievance and hotline data, workforce feedback, and trends identified through independent human rights assessments to identify systemic issues and opportunities for improvement. Insights from these processes inform updates to policies, training programs, leadership guidance, and operational controls across the Group.

Fair working conditions are supported through policies and management systems aligned with the International Labour Organization's Fundamental Principles and Rights at Work. These systems address non-discrimination, freedom of association, working hours, and safe and healthy workplaces, and apply to both employees and contractors operating on our sites. Compensation structures are reviewed periodically against local labor markets and cost-of-living conditions to ensure wages and benefits remain competitive and appropriate within the jurisdictions where we operate.

Together, these mechanisms strengthen worker voice, support early identification of labor-related risks, and help ensure that concerns raised by workers lead to continuous improvement in our practices.



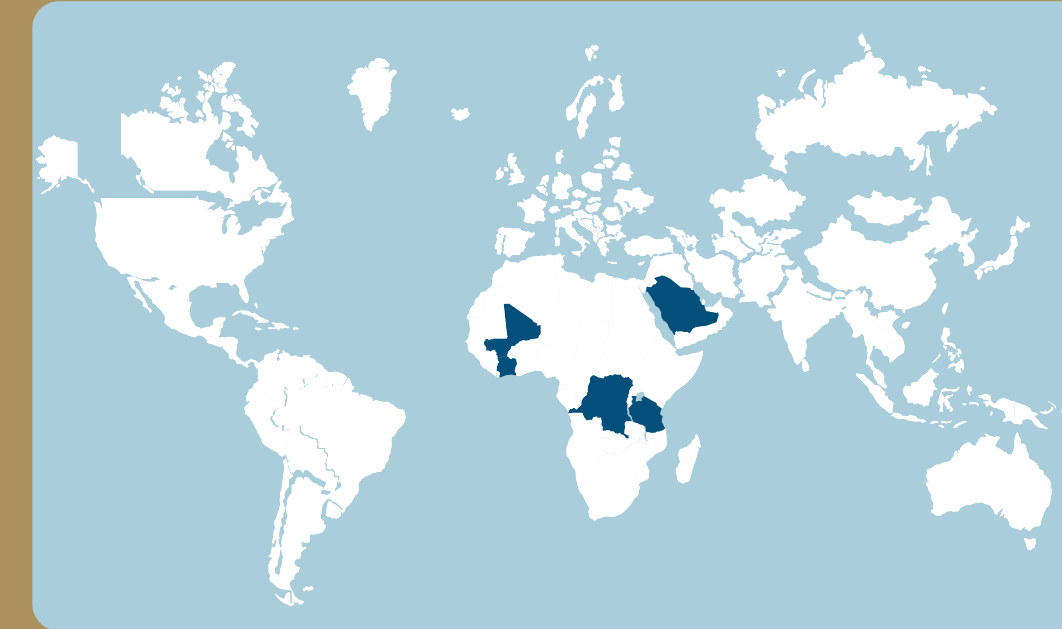
“Monitoring the effectiveness of these mechanisms is an important part of ensuring they remain trusted and accessible.”



CASE STUDY

Strengthening Worker Dialogue and Representation

📍 Africa and Middle East



To strengthen this dialogue, operations have formalized union–management engagement frameworks, including:

- Regularly scheduled meetings between union representatives and site leadership
- Joint safety inspections to identify hazards and strengthen prevention
- Transparent wage negotiation briefings
- Shared review of workplace grievances and resolution timelines

This structured approach has improved the speed and quality of issue resolution, strengthened safety performance, and built greater trust between leadership and workforce representatives. Lessons from these sites are now being shared across the Group as examples of effective collaboration.

Across our Africa and Middle East operations, strong communication between site leadership and the workforce is essential to maintaining safe, fair, and productive workplaces. Several mines in the region have active unions representing both permanent and contractor employees, providing structured platforms for engagement and collective bargaining.

We actively uphold the rights of our employees to exercise their legal rights to associate with others and to join (or refrain from joining) labor organizations of their choice and to bargain collectively without discrimination or retaliation.

“Strong dialogue improves safety, strengthens fairness, and builds trust that benefits the entire workforce.”

Results:

- High workforce coverage through collective agreements
- Shorter grievance resolution times after formal engagement schedules were introduced
- Improved safety performance linked to joint inspections and shared accountability



Why Land and Community Rights Are a Salient Risk

Mining requires access to land, and land is deeply connected to people's homes, livelihoods, cultural identity, and social cohesion. This makes land access one of the most sensitive and potentially high-impact areas of human rights risk.

Risks become salient where:

- Land is used for farming, grazing, or cultural heritage
- Communities rely on natural resources for livelihoods
- Projects require resettlement or economic displacement
- Vulnerable groups may be disproportionately affected
- Local governance or land administration systems are weak
- Historical grievances exist in host regions

If not managed responsibly, land access can lead to loss of livelihood, social disruption, or erosion of trust. For these reasons, land and community rights consistently feature as a key salient risk across the Group.

Our Approach to Responsible Land Access

Our approach is grounded in IFC Performance Standard 5 on Land Acquisition and Involuntary Resettlement and is informed by host-country legislation, international standards, and our own Social Performance Policy.

Early identification and engagement

- Potential impacts on households, land users, and vulnerable groups are identified through environmental and social impact assessments, baseline studies, and ongoing dialogue.
- Engagement begins early and continues throughout the mine life cycle to ensure that community voices help shape decisions.

Avoidance and minimization

- The mitigation hierarchy guides all land-related decisions. We first seek to avoid resettlement entirely.
- Where land use cannot be avoided, alternatives are assessed to minimize displacement and reduce the number of affected households.

Participation and fairness

- Affected people or their representatives are consulted in planning and decision making.
- Compensation is determined transparently and in line with local law and international best practice.
- Vulnerable individuals and households receive tailored support.

- Every individual has the right to challenge the process, whether through established Resettlement Working Groups, our resettlement specific grievance mechanisms or through the court, and we fully support this right.

Restoring and improving livelihoods

- Livelihood restoration plans are developed collaboratively with affected communities.
- Support may include agricultural training, access to markets, financial literacy, small-enterprise development, and community infrastructure.

Monitoring and verification

- Independent specialists verify that commitments are delivered and that households restore or improve their living standards.
- Findings are reported to regional management and integrated into follow-up plans.

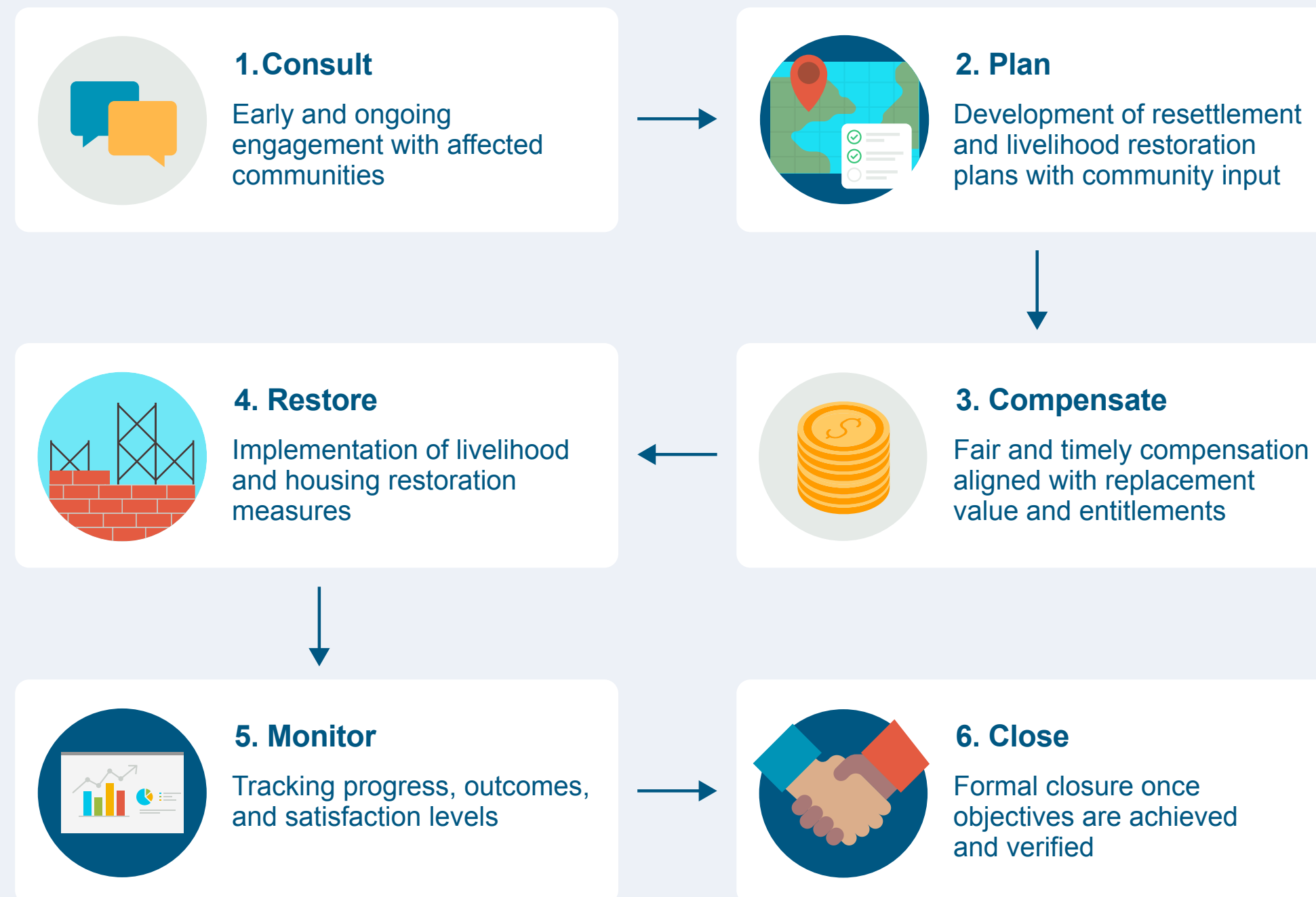
This structured approach helps ensure that land access processes uphold human dignity, strengthen trust, and create pathways for long-term development.

“Land connects to identity, livelihood, and dignity. Responsible access begins and ends with respect.”



Why Land and Community Rights Are a Salient Risk

Resettlement Process Cycle





CASE STUDY

Sustainable Resettlement and Livelihood Restoration

Kibali, Democratic Republic of Congo



The Kibali gold mine required the relocation of several villages during its development phase. Recognizing the cultural and economic significance of land in the region, the resettlement program was designed to meet the requirements of IFC Performance Standard 5 and national legislation, and to ensure that affected people were consulted, compensated, and supported to rebuild their lives.

Working with traditional leaders, government representatives, and independent experts, more than 4,000 households were resettled into newly constructed villages with improved housing, access to clean water, schools, and healthcare facilities.

To restore livelihoods, the program included:

- Training in sustainable agriculture
- Support for producer co-operatives
- Provision of seeds, tools, and livestock
- Access to markets and microfinance
- Long-term monitoring by independent specialists

Independent evaluations confirm that resettled households now have better access to education and healthcare, higher crop yields, and increased household income compared with pre-resettlement conditions. The program is considered an example of transparent, participatory resettlement in complex operating environments.

Results:

- **Over 4,000 households resettled into improved housing**
- **100% of commitments verified by independent monitors**
- **Increases in household income and agricultural productivity**
- **Ongoing support through Community Development Committees**

“Transparent, participatory resettlement builds trust and strengthens long-term development outcomes.”



Why Water and Environmental Impacts Are a Salient Risk

Water and the environment underpin health, livelihoods, and community well-being. In many of the regions where we operate, water scarcity, variable rainfall, shared water sources, and limited infrastructure can elevate the human rights risks associated with water use, water quality, tailings, and environmental impact.

Risks become salient when:

- Communities rely on shared surface or groundwater
- Water resources are scarce, seasonal, or contested
- Environmental degradation would impact people's health or livelihoods
- Tailings or process-water facilities sit upstream of settlements
- Local monitoring systems are weak or trust has been eroded
- Competing demands exist between industrial, household, and agricultural use

Because water connects directly to health, safety, and dignity, it is consistently one of our most material human rights considerations across the Group.

Our Approach to Water Stewardship

We treat water management with the same operational discipline applied to safety and other core risk areas. Our approach is grounded in baseline studies, stakeholder engagement, and continuous monitoring.

Understanding impacts early

- Environmental and Social Impact Assessments (ESIAs) identify potential effects on people, ecosystems, water flows, and downstream users.
- Hydrological and hydrogeological studies inform water balances, potential pathways, and long-term sustainability.
- Communities are engaged early to understand local water use, cultural values, and seasonal pressures.

Responsible water management

- Each site maintains a detailed water management plan covering withdrawal, treatment, reuse, and discharge.
- Plans are reviewed and updated annually and tracked through internal reporting systems.
- Continuous monitoring of water quality and discharge ensures alignment with host-country regulations and Barrick's internal standards.

Tailings and downstream safety

- All active facilities apply Barrick's Tailings and Heap Leach Management Standard, which is aligned with the GISTM.
- Independent technical reviews, consequence-assessment studies, and emergency-response planning are integrated into every facility's management approach.
- Engagement with downstream communities builds awareness, preparedness, and trust.

Reducing dependency on freshwater

- Reducing dependency on freshwater
- We promote recycling and closed-circuit systems wherever possible.
- Water efficiency initiatives reduce consumption and support resilience in water-stressed regions.

Together, these measures help protect shared resources, strengthen environmental integrity, and uphold the rights of neighboring communities.



CASE STUDY

North Mara Water Treatment and Stewardship Program

📍 North Mara, Tanzania



When Barrick's affiliate assumed operational control of the North Mara mine in Tanzania in 2019, improving water management and rebuilding trust with neighboring communities were immediate priorities. Local livelihoods depend on shared water resources, making transparent and responsible practices essential.

A fully integrated water-treatment plant was commissioned to treat process water, seepage, and stormwater. The system uses lime neutralization, coagulation and clarification, and final filtration to remove metals and suspended solids. Treated water is recycled internally wherever possible, and any discharge occurs only when it meets Tanzanian regulatory standards and Barrick's internal benchmarks.

To reinforce accountability, a joint water-monitoring committee was established with community representatives, local authorities, regulators, and site environmental teams. The committee reviews monitoring data, participates in joint sampling, and undertakes site visits. Results are shared openly to strengthen confidence in the mine's water-management performance.

Independent sampling confirms full compliance with reported effluent standards and measurable improvements in downstream water quality compared with pre-commissioning conditions.

Results:

- **Full compliance with Tanzanian standards based on independent sampling**
- **After phase 1, 35,000 community members have access to potable water. Expansion to all 11 neighbouring villages underway.**
- **Increased trust through joint monitoring and shared data**



CASE STUDY

Expanding Access to Water

📍 Reko Diq, Pakistan



Hydrological studies ensure that community water systems are sustainable and that project and household use do not compete. As part of the ESIA and our on-going commitment to the region, we are also supporting the analysis of longer-term regional water infrastructure.

Early results show improved access to reliable water for several communities, reduced time spent collecting water, and strengthened local relationships.

The Reko Diq project is located in one of Pakistan's driest regions, where communities often rely on saline or distant water sources. Recognizing that water scarcity is both a human-rights and development issue, we are investing early in sustainable water access alongside project planning.

Working with local authorities and community representatives, the project team has:

- Rehabilitated existing boreholes
- Installed new handpumps
- Planned small-scale solar-powered water-supply systems.

Results:

- **Mobile Health Units servicing 23 villages, in addition to permanent facilities in Humai and Nok Kundi**
- **120,000 patients treated at supported health facilities since 2023**
- **Potable water provided to 370 households through commissioned reverse osmosis plants**

“Responsible project planning can deliver human rights outcomes before construction even begins.”



Why Indigenous Peoples and Vulnerable Groups Are a Salient Risk

Indigenous Peoples and vulnerable populations often have distinct relationships with land, water, cultural heritage, and traditional livelihoods. They may also face structural barriers such as limited political representation, unequal access to services, or historical exclusion.

These factors make Indigenous rights and inclusion a salient human rights consideration across the Group, especially where:

- Projects overlap with culturally significant areas
- Land or resource use intersects with traditional livelihoods
- Indigenous governance structures differ from those of surrounding communities
- Women, youth, and vulnerable groups risk being excluded from decision making
- Language, literacy, or historical grievances limit participation.

If not addressed proactively, these dynamics can create risks of exclusion, inequity, or loss of cultural heritage, and can undermine trust over the long term.

Our Approach to Engagement and Inclusion

Our approach is informed by the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the International Labour Organization's Convention 169, the International Council on Mining and Metals (ICMM) Position Statement on Indigenous Peoples and Mining, including the commitment to work to obtain Free, Prior and Informed Consent (FPIC), and Barrick's Community Relations and Social Performance Standard.

Early and continuous engagement

- Engagement begins at the earliest stages of project planning and continues through the mine life cycle.
- We prioritize building long-term relationships with Indigenous organizations, traditional authorities, and community representatives.

Recognition of cultural heritage

- Cultural heritage sites and traditional land uses are identified through environmental and social studies, participatory mapping, and joint fieldwork.
- Activities with potential impacts on cultural heritage are carefully assessed and managed in collaboration with Indigenous stakeholders.

Inclusive participation

- Gender and vulnerability assessments inform engagement planning to ensure that women, youth, elders, and other marginalized groups have a voice.
- CDCs include representation from women and other potentially vulnerable groups to ensure inclusive decision-making.

Shared benefits and opportunities

- Programs focus on education, training, employment, business development, and cultural preservation.
- Partnerships with Indigenous groups help shape projects that support long-term socio-economic outcomes.

Monitoring and accountability

- Engagement commitments are tracked through site-level social performance plans.
- Feedback sessions help measure participation, identify gaps, and evolve programs over time.

This approach helps ensure that Indigenous rights, cultural heritage, and the perspectives of vulnerable groups are integrated into planning, operations, and closure.

“Respect for culture, identity, and inclusion is central to how we build long-term partnerships.”



Why Indigenous Peoples and Vulnerable Groups Are a Salient Risk

Inclusive Participation

CDCs provide a platform for inclusive representation, ensuring all voices contribute to local development decisions.

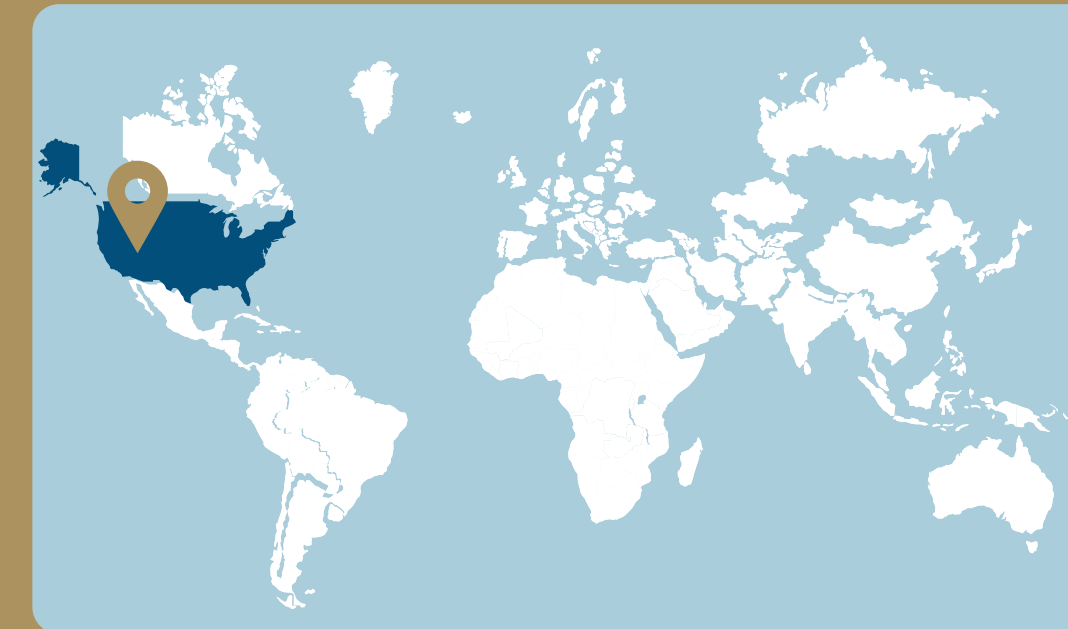




CASE STUDY

Partnering with Native American Tribes

Nevada Gold Mines, United States



Nevada Gold Mines (NGM) operates across lands that hold deep cultural and spiritual significance for Native American Tribes including the Western Shoshone, Goshute, and Paiute peoples. Respecting these connections and ensuring early, transparent engagement are central to a responsible operation.

A dedicated Tribal Relations team works closely with Tribal governments and community representatives on cultural heritage, environmental monitoring, land use, and education and employment initiatives. This engagement is embedded in how NGM plans, permits, and manages its activities.

Key actions include:

- Joint cultural heritage surveys with Tribal monitors before land disturbance
- Regular consultation forums to review reclamation, water management, and closure plans
- Scholarship, internship, and training programs for Tribal youth
- Cultural-preservation initiatives, including support for traditional events and access to ceremonial areas.

These partnerships have strengthened understanding, increased transparency, and reinforced a long-term model for engagement that centers Indigenous perspectives.

Results:

- Tribal governments engaged annually
- Joint heritage surveys completed each year
- Tribal members supported through employment, training, and scholarship programs

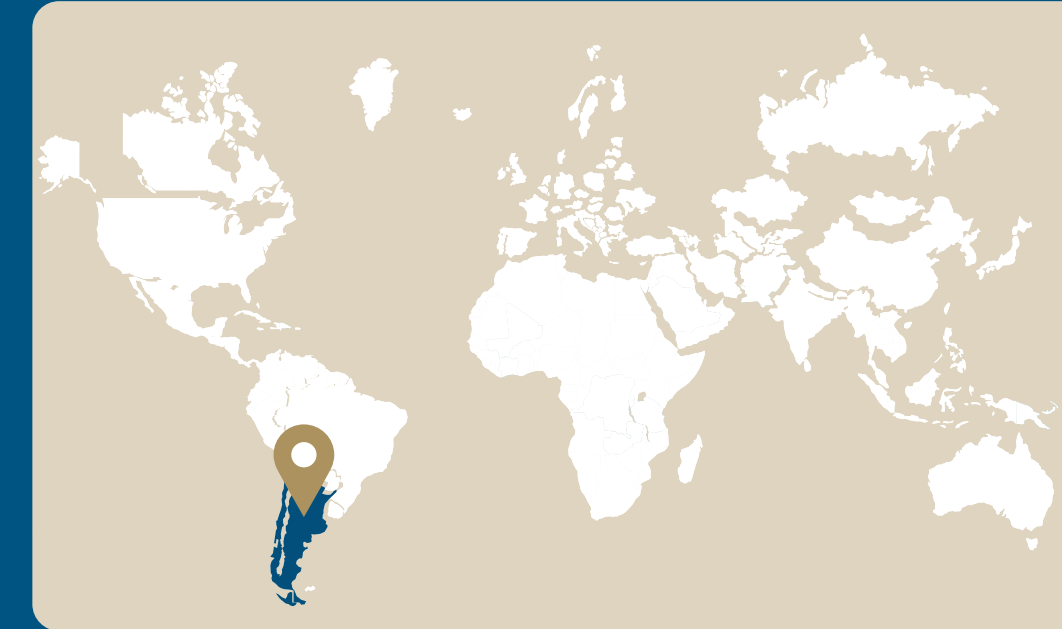
“Cultural heritage is not a technical issue; it is a relationship built over time.”



CASE STUDY

Integrating Indigenous Perspectives in Closure

📍 Pascua-Lama, Chile and Argentina



The Pascua-Lama project, located high in the Andes, is progressing through a structured closure and monitoring program. Indigenous communities, including the Diaguita people in Chile, maintain deep cultural, historical, and spiritual ties to the surrounding landscape and its water resources.

Meaningful engagement is essential to responsible closure and long-term environmental stewardship. The project team works with Indigenous organizations, local authorities, and independent experts to align closure plans with both technical requirements and cultural priorities.

Commitments include:

- Regular consultation on water quality, environmental monitoring, and reclamation approaches
- Joint monitoring sessions with community and Indigenous representatives
- Transparent communication of closure progress, monitoring data, and environmental commitments
- Opportunities to integrate Indigenous cultural perspectives into project restoration where appropriate.

This collaboration helps ensure that closure planning reflects both scientific and cultural considerations and strengthens trust through open, accountable dialogue.

Results:

- **Indigenous organizations engaged in closure and monitoring processes**
- **Joint community–expert monitoring sessions held annually**
- **Closure actions informed directly by Indigenous feedback**



Why Freedom of Association and Human Rights Defenders Are a Salient Consideration

Freedom of association, collective bargaining, and the protection of civic space are essential components of a rights-respecting business. These rights matter because:

- Workers must be able to organize, express concerns, and negotiate conditions openly and safely.
- Community representatives, civil society organizations, and other stakeholders play an important role in promoting transparency, accountability, and trust.
- Retaliation, intimidation, or restrictions on participation undermine legitimate processes for dialogue, grievance resolution, and remedy.

These issues are especially salient in contexts where public institutions are weak, where workers rely heavily on formal or informal representation, or where community advocates operate in high-risk environments.

Our Commitments and Expectations

Freedom of Association

We uphold the right of our employees to freedom of association and collective bargaining, consistent with International Labour Organization conventions and applicable national laws.

Our approach includes:

- Respecting workers' right to join or form unions
- Engaging openly with recognized worker representatives
- Maintaining transparent communication during collective bargaining
- Ensuring that union membership or activity never results in discrimination or reprisal

Where contractor workforces are present, we expect our contractors to uphold these same commitments, reinforced through induction requirements and monitoring of contractor management practices.

Protecting Human Rights Defenders

Our Human Rights Policy includes an explicit commitment to zero-tolerance of intimidation, threats, or reprisals against those who raise legitimate concerns, including:

- Community advocates
- Workers and union representatives
- Civil society organizations
- Journalists or researchers engaging on human rights matters.

These expectations apply across all operations and all parts of our value chain.

We communicate non-retaliation commitments through onboarding training, workforce engagement, Community Development Committees, and grievance awareness sessions.



Why Freedom of Association and Human Rights Defenders Are a Salient Consideration

How We Put These Commitments Into Practice

Clear Channels for Raising Concerns

Concerns can be raised through:

- Site-level grievance mechanisms
- Worker reporting channels
- Community focal points
- The Barrick Whistleblower Hotline, which is confidential, multilingual, independently operated, and available to workers, contractors, and community members.

All channels are protected under our non-retaliation policy.

Manager Training and Guidance

Managers and supervisors receive guidance on:

- Freedom of association
- Engaging constructively with worker representatives
- Responding appropriately to concerns raised by civil-society actors
- Ensuring that no form of retaliation occurs at the site or contractor level.

Human rights defender protections are also integrated into grievance procedures and investigation protocols.

Monitoring and Escalation

We review grievance and hotline trends for any indication of restrictions on association, retaliation risks, or concerns raised by human rights defenders. Potential issues are:

- Logged in our internal reporting systems
- Reviewed by regional leadership
- Escalated to Group sustainability and Business Integrity if sensitive
- Reported to the ESOC and, where appropriate, to the Board ESG & Nominating Committee

This process ensures independent oversight of any allegation of retaliation or interference.

**ZERO
TOLERANCE FOR
RETALIATION**

CONNECTED TO
GRIEVANCE MECHANISMS AND
WHISTLEBLOWING CHANNELS

Everyone has the right to speak up safely.



CASE STUDY

Strengthening Dialogue and Community Engagement

📍 Pueblo Viejo, Dominican Republic



The Pueblo Viejo mine operates in a densely populated region where maintaining trust and transparency requires continuous dialogue with neighboring communities and civil-society partners.

A structured engagement model enables community representatives, local leaders, and organizations to raise concerns and contribute directly to local decision-making.

“Protecting space for dialogue protects the relationships that sustain our social license to operate.”

Key components include:

- Regular stakeholder dialogue forums on water quality, air emissions, land access, and community development
- A grievance mechanism aligned with the effectiveness criteria of the UN Guiding Principles
- Training for managers and security personnel on respectful engagement and the Voluntary Principles on Security and Human Rights
- Public disclosure of environmental and social monitoring data to strengthen transparency.

This approach has improved the responsiveness of grievance resolution and deepened trust between the mine and surrounding communities.

Results:

- **More than 3,750 community engagements held during 2025**
- **Grievances addressed through formal mechanisms (2024–2025): 279 received, 321 resolved¹**
- **In 2024 -2025, 216 of total grievances received were resolved within 30 days**

¹ Includes resolution of grievances carried over from 2023.



Why Access to Remedy is important

Access to remedy is a core expectation of the UN Guiding Principles and a critical part of any credible human rights management program. Even with strong systems, risks in complex operating environments can materialize. When this happens, people must have fair, predictable, and trusted pathways to raise concerns and receive remedy.

Legacy issues, especially those inherited from previous operators or arising before Barrick assumed operational control require transparency, sustained engagement, and external oversight to rebuild trust with affected stakeholders.

“Remedy is not only about resolving the past, it is about rebuilding trust for the future.”

Our Approach to Remedy

Clear, Trusted, and Accessible Channels

Every site maintains grievance and reporting systems aligned with the effectiveness criteria of the UN Guiding Principles and IFC Performance Standards. These systems are designed to ensure that:

- Concerns can be raised safely and confidentially
- Grievances follow a predictable process from intake to closure
- There is clear responsibility for investigation and follow-up
- Remedy is proportional, fair, and based on evidence
- Decisions are communicated transparently to affected people.

Where grievances are complex, sensitive, or systemic, cases are escalated to regional leadership, the Group Sustainability Executive, and the Senior Vice President Business Assurance, Risk and Business Integrity to ensure impartiality and alignment with investigation procedures.

Addressing Legacy Grievances

Legacy grievances often require tailored processes with heightened transparency and multi-stakeholder involvement.

We work with governments, communities, and independent experts to ensure that these matters are resolved fairly and in a manner consistent with international standards.

How Remedy Strengthens the System

Lessons from remedy processes feed directly into improvements in:

- Grievance procedures and escalation pathways
- Manager and contractor training
- Security and human rights practices
- Community engagement approaches
- Risk registers and mitigation plans

Patterns identified through remedy processes are escalated through regional and Group oversight for deeper analysis and targeted intervention.

This continuous improvement loop ensures that remedy is not simply a case-by-case response, but a driver of stronger systems across the business.



CASE STUDY

Addressing Legacy Human Rights Issues

📍 North Mara, Tanzania



When Barrick's affiliate assumed operational control of North Mara in 2019, the site faced long-standing allegations and complex grievances dating back many years. Repeated armed intrusions onto the mine site by trespassers had given rise to numerous conflicts with officers of the sovereign Tanzanian Police Force. Rebuilding trust required stabilizing systems, strengthening grievance handling, and ensuring independent oversight.

Key actions included:

- Revising the grievance mechanism to align with UN Guiding Principles and IFC effectiveness criteria
- Training local teams and community representatives on grievance access and case tracking

- Engaging local NGOs and civil-society partners to help rebuild community confidence in the process
- Enhancing documentation, investigation quality, and stakeholder communication
- Increasing the presence of specialist staff, including grievance and geotechnical experts, to review complex land and house-claim cases

These efforts have resulted in significant progress, including the reduction of legacy grievance backlogs and improved trust in the grievance mechanism.

Results:

- All legacy grievances resolved
- Strengthened relationship with local civil-society partners
- Improved consistency and quality of investigations

“Clear process, transparent engagement, and independent oversight were essential to rebuilding trust at North Mara.”



CASE STUDY

Remedy Framework

📍 Pongera, Papua New Guinea



The Pongera Remedy Framework was established to address historical allegations related to security incidents reported around 2010 at the Pongera mine in Papua New Guinea. Working with government representatives, community leaders, civil society organizations, and international human rights experts, Barrick and its partners developed a structured remediation process aligned with the UN Guiding Principles on Business and Human Rights.

The framework was designed to provide an independent, transparent process through which eligible claimants could present their cases and receive remedy where appropriate.

Key features include:

- An independent panel to assess claims and determine eligibility
- A multi-stakeholder advisory group to provide oversight and transparency
- Support mechanisms to enable claimants to participate safely and meaningfully in the process
- Documentation of outcomes and lessons learned to inform broader grievance and remedy systems

The remediation process has now been completed. Barrick previously reported that no credible allegations related to these incidents have been received since 2015. The experience has informed improvements to grievance mechanisms, security governance, and human rights oversight across our operations.

Results:

- **Independent oversight established for the remedy process**
- **Claims reviewed through a structured and transparent framework**
- **Lessons integrated into Barrick's global grievance and human rights management systems**



Appendices

SECTION 5





Glossary

Affected Stakeholders

Individuals or groups living in, using, or dependent on the project area who may be affected by project activities.

Business Partners

Entities with whom Barrick operates through joint ventures or other partnerships, including operations where Barrick is not the sole owner but participates in management or governance.

Community Development Committees (CDCs)

Local stakeholder forums that bring together community representatives, traditional leaders, local authorities, and mine management to discuss development priorities, monitor community programs, and raise concerns related to social and environmental impacts.

Contractors

Operational-level contractors, including on-site and off-site first-tier contractors involved in operations (such as resettlement activities), contracted security providers, and employees of second- or third-tier contractors operating at Barrick sites.

Corporate Human Rights Benchmark (CHRB)

A global benchmark that evaluates the human rights performance of major companies based on governance, policies, due diligence, remedy, and transparency across their operations and supply chains.

Cultural Heritage

Tangible and intangible cultural assets and practices that communities value and seek to preserve across generations, including traditions, language, cultural landscapes, and heritage sites.

Economic Displacement

Loss of assets or access to assets resulting in loss of income or means of livelihood due to land acquisition or restrictions on land use.

Environmental and Social Impact Assessment (ESIA)

A structured process used to identify, predict, and manage environmental and social risks associated with a project before development begins.

Environmental and Social Oversight Committee (ESOC)

Barrick's executive-level committee responsible for overseeing environmental, social, and human rights performance across the Group.

Global Industry Standard on Tailings Management (GISTM)

An international framework that guides the safe management of tailings facilities with the aim of achieving zero harm to people and the environment.

Human Rights Due Diligence

An ongoing process through which companies identify, prevent, mitigate, and account for potential and actual human rights impacts.

Human Rights Impact Assessment (HRIA)

A structured assessment process used to identify, understand, and address potential human rights impacts associated with a project or operational activity.

International Council on Mining and Metals (ICMM)

An international organization representing mining and metals companies that establishes sustainability standards and promotes responsible mining practices.

International Finance Corporation Performance Standards (IFC Performance Standards)

Standards that provide guidance for identifying and managing environmental and social risks in project development.

International Labour Organization (ILO) Core Labour Principles

Fundamental international labor standards promoting freedom of association, elimination of forced and child labor, and non-discrimination in employment.

Land Tenure

Legally or customarily defined relationships between individuals or groups and land, including rights of ownership, use, and access.

Livelihood

The means and resources by which people secure the necessities of life, including income, food, water, shelter, and employment.

OECD Guidelines for Multinational Enterprises

International recommendations for responsible business conduct covering areas such as human rights, labor practices, and environmental management.

Resettlement

The planned relocation of individuals or communities from their homes or lands to a new location in order to restore housing, livelihoods, and living standards.

Responsible Gold Mining Principles (RGMPs)

A framework developed by the World Gold Council outlining responsible environmental, social, and governance practices in gold mining.

Rights-Holders

Individuals or groups whose human rights may be affected by business activities.

Salient Human Rights Risks

Human rights risks that are considered most severe in terms of potential impact on people, assessed using the criteria of scale, scope, and irremediability.

Suppliers

Businesses that provide goods or materials to Barrick operations, including machinery, equipment, uniforms, and operational supplies.

Transparency

The practice of openly disclosing relevant information about policies, processes, and performance to stakeholders.

United Nations Guiding Principles on Business and Human Rights (UNGPs)

The global framework outlining the responsibility of businesses to respect human rights through policy commitments, due diligence, and access to remedy.

Use of Force Principles

Standards governing the use of force by security personnel, requiring that any use of force is lawful, necessary, proportionate and applied only as a last resort, with a focus on de-escalation and the protection of life. These principles are aligned with the Voluntary Principles on Security and Human Rights and are supported by training, oversight and accountability mechanisms.

Voluntary Principles on Security and Human Rights (VPSHR)

An international framework providing guidance on maintaining security at operations while respecting human rights.



Abbreviations

Abbreviation	Definition	Abbreviation	Definition
ASM	Artisanal and Small-Scale Mining	MOU	Memorandum of Understanding
MBCC	Ma'aden Barrick Copper Company	NGM	Nevada Gold Mines
CHRB	Corporate Human Rights Benchmark	NGO	Non-Governmental Organisation
CCVS	Critical Control Verifications	OECD	Organisation for Economic Co-operation and Development
CDCs	Community Development Committees	OHS	Occupational Health and Safety
ESIA	Environmental and Social Impact Assessment	PPE	Personal Protective Equipment
ESG	Environmental, Social and Governance	REDD+	Reducing Emissions from Deforestation and Forest Degradation
ESOC	Environmental and Social Oversight Committee	RGMPs	Responsible Gold Mining Principles
GBV	Gender-Based Violence	RTF	Responsible Tailings Facility
GISTM	Global Industry Standard on Tailings Management	TSF	Tailings Storage Facility
HRIA	Human Rights Impact Assessment	UN	United Nations
ICMM	International Council on Mining and Metals	UNGPs	United Nations Guiding Principles on Business and Human Rights
IFC	International Finance Corporation	UNICEF	United Nations Children's Fund
ITRB	Independent Tailings Review Board	VPSHR	Voluntary Principles on Security and Human Rights
ISO	Internationally Recognized Standard		
LTO	License to Operate Team		

Appendix 1

Site Assessment Summaries

These are generalized summaries, compiled independently but not by the authors of the HRIA due to confidentiality and impartiality reasons. These are developed to share the types of findings and recommendations that follow on from the HRIA.





Site Assessment: Lumwana

Site	Most recent assessment		Total # of assessments	Human rights complaints (2024)		# Stakeholders Interviewed during most recent HRIA	% Actions Closed out from Previous Assessment	
Lumwana	2024		6	0		188	88%	
Key Salient Risk Areas of Focus during the Assessment period	Non-discrimination	Health and Safety	Working Conditions	Responsible Resettlement	Security	Water Use and Management	Indigenous Peoples' Rights	
Key Actions implemented (2019 - 2025):	<ul style="list-style-type: none"> Strengthened anti-discrimination and harassment prevention (revised interview guides, improved onboarding and formalised employee acknowledgement of the Code of Conduct and Human Rights Policy). Improved health and safety culture through regular refresher training, structured feedback mechanisms and attention to rest breaks; supported by an external OHS culture survey. Removed contractors that failed to comply with site policies, labor laws or safety expectations. Established an employee grievance register to formally record, track and resolve complaints. Expanded community water access through boreholes, storage tanks and piped distribution systems. Advanced environmental and biodiversity initiatives, including REDD+ community forest groups and a designated wildlife conservation and education area. 							
Embedded Principles	<ul style="list-style-type: none"> Supply chain due diligence and contractor screening. Annual risk assessment of site-level human rights and social risks. Training on human rights and Code of Conduct in a high-risk country context 							
Continuous Improvement Categories by Salient Risk	Non-discrimination	Health and Safety	Working Conditions	Responsible Resettlement	Security	Water Use and Management	Indigenous Peoples' Rights	



Site Assessment: Lumwana

Continuous improvement actions

Community safety & gender-based violence (GBV) support

- Relocate the township GBV shelter to a more private setting and explore partnerships for specialised GBV centres and psychological support at the clinic.
- Expand GBV prevention and awareness program in schools and youth groups.

Access to remedy / grievance mechanism

- Conduct a stakeholder-inclusive review of the grievance mechanism, including perception-survey questions on awareness, trust and effectiveness.

Local hiring & economic participation

- Implement software to monitor local hiring and purchasing, including contractor compliance with Zambian 35% local spend requirements.
- Share local hiring/spend data quarterly with CDCs, Chiefdoms and through public communication channels.
- Follow up on employment registers and support vocational training, with targeted opportunities for women.

Environment, health & air quality

- Publish air quality monitoring results in accessible formats.
- Continue to provide PPE and require consistent use for dust-exposed roles.
- Continue long-term dust reduction measures, including technology upgrades and weather-responsive operational controls.

Community development priorities

- Improve road access to make local-residence commuting more viable.



Site Assessment: North Mara

Site	Most recent assessment		Total # of assessments	Human rights complaints (2024)	# Stakeholders Interviewed during most recent HRIA	% Actions Closed out from Previous Assessment	
North Mara	2025		3	0	107	100%	
Key Salient Risk Areas of Focus during the Assessment period	Non-discrimination	Health and Safety	Working Conditions	Responsible Resettlement	Security	Water Use and Management	Indigenous Peoples' Rights
Key Actions implemented (2019 - 2025):	<ul style="list-style-type: none"> Implemented a formalised VPSHR-aligned security management system, including procedures for search, intrusion, arrest and personnel screening. Integrated VPSHR responsibilities and performance outputs into Security leadership roles and quarterly audit targets, with regular guard knowledge checks via toolbox talks. Expanded engagement with public authorities and human rights institutions, including regular meetings between NMGML (North Mara Gold Mine Limited), the Tanzania Police Force, law enforcers and HRIs on security, investigations and human rights risks¹. Updated the MOU with the Tanzanian Police Force. Onboarded SGA Guards (ICoCA member) as the unarmed private security provider following enhanced due diligence, screening and VPSHR/TAWLA-based training; no complaint or grievances have been recorded through the grievance mechanisms against private security since 2023. Implemented multiple anti-trespass and youth livelihood measures, including upgraded fencing and lighting, increased sungusungu (community security) coverage, Friends of North Mara clubs, women's leadership seminars and local hiring rules for unskilled roles. Advanced formalisation of artisanal and small mining (ASM) by surrendering licences for dedicated ASM zones and co-delivering training for 1,286 youth from 48 ASM groups on regulation, safety, environment and business skills with government and development partners. 						

¹ Notwithstanding such engagement, under no circumstances can Barrick or its affiliates direct or control any actions of the Tanzania Police Force, which is a sovereign, independent police force with its own chain of command.



Site Assessment: North Mara

<p>Embedded Principles</p>	<ul style="list-style-type: none"> • Comprehensive VPSHR risk assessments covering rule of law, potential for violence, illegal mining, public security conduct and community conflict. • Structured due diligence, screening and VPSHR training for private security and public police force under the MoU, with external oversight via ICoCA and TAWLA (Tanzanian Women Lawyers Association). This MoU makes clear that under no circumstances can Barrick or its affiliates direct or control any actions of the Tanzania Police Force, which is a sovereign, independent police force with its own chain of command. • Proactive community–security engagement through License To Operate, CDC security committee, village assemblies, Friends of North Mara and women’s leadership fora. 						
<p>Continuous Improvement Categories by Salient Risk</p>	<p>Non-discrimination</p>	<p>Health and Safety</p>	<p>Working Conditions</p>	<p>Responsible Resettlement</p>	<p>Security</p>	<p>Water Use and Management</p>	<p>Indigenous Peoples’ Rights</p>
<p>Continuous improvement actions</p>	<p>Community guards, reporting culture & fear of retaliation</p> <ul style="list-style-type: none"> • Reinforce Sungusungu duty to report human rights abuses during induction and refreshers, including using anonymous channels (EthicsPoint). <p>Public security conduct & accountability</p> <ul style="list-style-type: none"> • Review use-of-force principles with guards and sungusungu and emphasize the duty to report excessive force. • Engage senior police leadership and government ministries to work to strengthen investigations and accountability. • Discuss with Human Rights Institutions what additional support can be offered to community members to mitigate potential security related concerns. <p>Community–security engagement, grievance access & community policing</p> <ul style="list-style-type: none"> • Distribute updated brochures on the police grievance mechanism across all community platforms (Friends of North Mara, TAWLA trainings, village meetings). • Implement the community policing program following national elections using a participatory approach led by local police. • Maintain Barrick Security participation in LTO, CDC and village assembly meetings to strengthen transparency and trust. <p>Trespassing, illegal mining & ASM formalisation</p> <ul style="list-style-type: none"> • Continue awareness campaigns on trespassing and illegal mining through TAWLA, women’s groups, Friends of North Mara and schools. • Continue supporting Government and partners on ASM formalisation and ongoing capacity-building for ASM groups. <p>Child rights & protection</p> <ul style="list-style-type: none"> • Test supervisor and guard knowledge of child-safeguarding procedures during quarterly audits and address gaps through toolbox talks. 						

Site Assessment: Bulyanhulu

Site	Most recent assessment	Total # of assessments	Human rights complaints (2024)	# Stakeholders Interviewed during most recent HRIA	% Actions Closed out from Previous Assessment		
Bulyanhulu	2025	3	0	155	100%		
Key Salient Risk Areas of Focus during the Assessment period	Non-discrimination	Health and Safety	Working Conditions	Responsible Resettlement	Security	Water Use and Management	Indigenous Peoples' Rights
Key Actions implemented (2019-2025):	<ul style="list-style-type: none"> Improved safety performance and safety culture, particularly through safety focused engagements, risk assessments, Critical Control Verifications (CCVs) and other interventions. However, more work is needed related to contractors being incorporated into the safety culture. Completed a full, participatory Security & Human Rights Risk Assessment. Updated MOU with police, reinforcing human rights compliance requirements². Delivered third-party human rights training (TAWLA) for relevant personnel. Established regular monthly meetings with police and village chairs. Strengthened site security controls and coordination with public security authorities to address illegal mining and trespass incidents. 						
Embedded Principles	<ul style="list-style-type: none"> Security and human rights risk assessment. Training for security and police on human rights and use of force. Community engagement with local leaders and affected villages. 						
Continuous Improvement Categories by Salient Risk	Non-discrimination	Health and Safety	Working Conditions	Responsible Resettlement	Security	Water Use and Management	Indigenous Peoples' Rights

² However, this MoU makes clear that under no circumstances can Barrick or its affiliates direct or control any actions of the Tanzania Police Force, which is a sovereign, independent police force with its own chain of command.



Site Assessment: Bulyanhulu

Continuous improvement actions

Labor Practices & Contractor Oversight

- Revise labor audits and audit processes to better maintain registers and follow up on non-conformances.
- Continue strengthening due diligence and contract provisions related to VPSHR expectations for private security providers, in line with evolving best practices.

Harassment & Discrimination

- Expand harassment and discrimination awareness training and increase frequency.

Grievance Mechanism Awareness

- Expand grievance-mechanism awareness throughout the broader community.

Security & VPSHR

- Strengthen security guard refresher training, record-keeping, pass-mark enforcement and periodic background checks.

Community Engagement & Influx / Crime Prevention

- Share risk-assessment findings with law enforcement to help prepare for potential influx and criminal activity that may be linked to development projects.
- Broaden community engagement beyond leadership through regular, open public forums (similar to the 'Friends of North Mara' model).

Health & Environmental Management

- Support local authorities in delivering waste and latrine-management education to protect community health.
- Continue supporting the government's second water pipeline and facilitate communication on infrastructure issues.



Site Assessment: Loulo-Gouunkoto Complex

Site	Most recent assessment		Total # of assessments	Human rights complaints (2024)	# Stakeholders Interviewed during most recent HRIA	% Actions Closed out from Previous Assessment	
Loulo-Gouunkoto Complex	2023		2	0	157	Under review ³	
Key Salient Risk Areas of Focus during the Assessment period	Non-discrimination	Health and Safety	Working Conditions	Responsible Resettlement	Security	Water Use and Management	Indigenous Peoples' Rights
Key Actions implemented (2019 - 2025):	<ul style="list-style-type: none"> Strengthened fatigue management (detection equipment, underground rest places, awareness campaigns, and contractor audits). Improved contractor oversight (spot checks of contracts and payslips). Improved labor relations: employees report satisfaction with working conditions, know the grievance process, and do not fear reprisals; union–management relations have improved. Continued large-scale investments in education, health, water, women’s livelihoods and agriculture; successful community-managed businesses (e.g. Kounda Motel and agribusiness). Certified and regularly audit to environmental management system (ISO 14001 surface/groundwater and dust monitoring, arsenic treatment plant, reforestation support, expanded community water access). Expanded environmental engagement (community water committees, joint monitoring with national labs, cyanide management education, TSF committee with community members, mine tours). 						
Embedded Principles	<ul style="list-style-type: none"> Supply chain and contractor due diligence (including security). Periodic risk assessments on labor, environment and security. Training on VPSHR, use of force and environmental/health topics. 						
Continuous Improvement Categories by Salient Risk	Non-discrimination	Health and Safety	Working Conditions	Responsible Resettlement	Security	Water Use and Management	Indigenous Peoples' Rights

³ Since the restart of operations at Loulo-Gouunkoto in 2025, a thorough review of all previous actions and implementation thereof is underway, even in the instance where such actions were previously closed.



Site Assessment: Loulo-Gouunkoto Complex

Continuous improvement actions

Labor & contractors

- Formalise contractor labor audits (tool + tracker) covering overtime, leave, seniority pay, freedom of association and written contracts; apply consequences for non-compliance.

Harassment & discrimination

- Enhance references to harassment and discrimination in induction/toolbox talks for employees and key contractors; use visual materials and clear reporting guidance.

Women's livelihoods & ASM interface

- Complete and act on gap analysis for women's projects; redesign weak projects with better technical/business support and peer mentoring from successful groups.
- Co-design future women's livelihoods initiatives with women, with clear KPIs and ongoing monitoring.

Community health, safety & environment

- Investigate in-migration and ASM impacts on access to land, water and forests; adapt community development programs accordingly.
- Complete planned health study on community impacts and compare with the 2011 baseline.

Security & VPSHR

- Conduct a dedicated security and human rights risk assessment for private and public security, including risks to women, children, ASM and trespassers.
- Structure VPSHR induction and annual refresher training for private security personnel, chasseurs and relevant public security forces. Public security at the site includes the Malian police / Gendarmes with which an MOU has been signed (2019). Barrick and its affiliates do not direct or control these public security forces, which operate under their own chain of command.
- Strengthen contracts and written arrangements with security providers and Gendarmes/police to include screening, training, equipment and investigation expectations.

Anti-corruption & hotline

- Include awareness and confidence in Ethicspoint in the annual ethics survey and adapt communications accordingly.

Site Assessment: Kibali

Site	Most recent assessment		Total # of assessments	Human rights complaints (2024)			% Actions Closed out from Previous Assessment
Kibali	2023		2	0			85%
Key Salient Risk Areas of Focus during the Assessment period	Non-discrimination	Health and Safety	Working Conditions	Responsible Resettlement	Security	Water Use and Management	Indigenous Peoples' Rights
Key Actions implemented (2019 - 2025):	<ul style="list-style-type: none"> Strengthened contractor management and compliance through enhanced onboarding processes, regular audits and enforcement of labor, safety and Code of Conduct requirements. Enhanced security practices in line with the VPSHR, including training for site security personnel and public security providers, and improved escalation protocols. Improved stakeholder engagement through structured and regular dialogue with community leaders, village chiefs, resettled persons and other affected groups. Strengthened employee and community grievance mechanisms to improve accessibility, tracking and timely resolution of complaints. Reinforced occupational health and safety programs through increased training, improved PPE compliance and strengthened incident reporting systems. Advanced environmental and community health management through improved monitoring of water and environmental impacts, alongside targeted mitigation measures. 						
Embedded Principles	<ul style="list-style-type: none"> Supply chain due diligence and contractor screening, including ongoing monitoring of labor, safety and ethical compliance. VPSHR alignment in managing security-related risks. Regular training and awareness on human rights, Code of Conduct and ethics for employees and contractors operating in a high-risk context. 						
Continuous Improvement Categories by Salient Risk	Non-discrimination	Health and Safety	Working Conditions	Responsible Resettlement	Security	Water Use and Management	Indigenous Peoples' Rights

³ Since the restart of operations at Loulo-Goukoto in 2025, a thorough review of all previous actions and implementation thereof is underway, even in the instance where such actions were previously closed.



Site Assessment: Kibali

Continuous improvement actions

Non-discrimination

- Strengthen awareness and enforcement of anti-discrimination and harassment policies through regular training, onboarding and communication campaigns.

Health and Safety

- Continue to embed a proactive safety culture through leadership engagement, refresher training and strengthened incident reporting and feedback mechanisms.

Working Conditions

- Enhance contractor oversight monitoring regarding labor standards, including working hours and safe working environments.

Responsible Resettlement

- Conduct the planned follow-up assessments on resettled households to monitor livelihood restoration and address outstanding concerns.
- Transition engagement with resettled communities through regular community engagement team dialogue and targeted support programmes (as opposed to resettlement-led engagement team).

Security

- Continue training for public and private security providers aligned with the VPSHR.
- Strengthen incident reporting, investigation and accountability processes related to security interactions.

Water Use and Management

- Increase transparency of water quality and usage monitoring through regular communication with affected communities.
- Continue investment in water infrastructure and access initiatives for surrounding communities.

Grievance mechanism

- Conduct additional awareness campaigns of grievance mechanisms, including local-language communication and community outreach.
- Strengthen timely resolution of grievances, with improved feedback regarding progress to complainants.



Site Assessment: Jabal Sayid

Site	Most recent assessment		Total # of assessments	Human rights complaints (2024)	# Stakeholders Interviewed during most recent HRIA	% Actions Closed out from Previous Assessment	
Jabal Sayid	2023		3	0	62	100%	
Key Salient Risk Areas of Focus during the Assessment period	Non-discrimination	Health and Safety	Working Conditions	Responsible Resettlement	Security	Water Use and Management	Indigenous Peoples' Rights
Key Actions implemented (2019 - 2025):	<ul style="list-style-type: none"> Internal (in-house) security force; all personnel are screened and subject to criminal background checks, with personnel files reviewed on a sample basis during the assessment. All guards receive induction and annual refreshers on Code of Conduct, VPSHR and Use of Force. No known complaints against private security; external stakeholders with contact report positive interactions. The Facilities Security Force (FSF) and government explosives regulatory authorities are present on site as mandated public security. The FSF is a Saudi Ministry of Interior force responsible for protecting critical infrastructure. Barrick and its affiliates do not direct or control these public security forces, which operate under their own chain of command. Low-risk external environment: nearest community 10 km away, low crime/violence, no illegal mining on the mining lease; occasional joint participation of security in community events. Child-related risks are low; public security enforces 18+ age minimum for security personnel. 						
Embedded Principles	<ul style="list-style-type: none"> Security and VPSHR integration in policies, training and performance management. Public-security engagement through formal agreements and quarterly meetings. Basic due diligence on screening and equipment donations. 						
Continuous Improvement Categories by Salient Risk	Non-discrimination	Health and Safety	Working Conditions	Responsible Resettlement	Security	Water Use and Management	Indigenous Peoples' Rights



Site Assessment: Jabal Sayid

Continuous improvement actions

Security & human rights risk assessment

- Conduct an annual dedicated security and human rights risk assessment that covers political/legal context, potential for violence, and risks of excessive force, abuse of power and discrimination by both private and public security.

Private security training & competence

- Update training materials to include learnings from other Barrick assets' VPSHR content.
- Introduce brief post-training assessments and re-issue pocket reference cards (Use of Force, VPSHR, Code of Conduct).

Public security due diligence & agreements

- Review and seek to update the 2015 FSF agreement (and equivalent arrangements). This agreement makes clear that under no circumstances can Barrick or its affiliates direct or control any actions of the FSF, which is a sovereign, independent police force with its own chain of command.
- Use quarterly meetings to set and document expectations on weapons handling and use of force.

External grievance mechanism

- Reinforce availability of confidential and anonymous channels for complaints (e.g. hotline, QR, boxes) and clarify confidentiality protections.

Information sharing & influence

- Share VPSHR learnings and best practices with JV partner and other business partners, including possible joint training and workshops.

Community–security engagement & children's rights

- Incorporate brief VPSHR and “role of security” sessions into mine tours and community visits.
- Hold annual meetings between members of site security management and community leaders, facilitated by Community Relations (CR), to exchange information and document concerns.
- Enhance UNICEF Security and Children's Rights elements into security training and procedures.



Site Assessment: Pueblo Viejo

Site	Most recent assessment	Total # of assessments	Human rights complaints (2024)	# Stakeholders Interviewed during most recent HRIA	% Actions Closed out from Previous Assessment		
Pueblo Viejo	2024	5	1 ⁴	141	73%		
Key Salient Risk Areas of Focus during the Assessment period	Non-discrimination	Health and Safety	Working Conditions	Responsible Resettlement	Security	Water Use and Management	Indigenous Peoples' Rights
Key Actions implemented (2016 - 2025):	<ul style="list-style-type: none"> Strengthened women's employment and inclusion (50% hiring targets, lactation rooms, anti-harassment training) and supported improved working conditions at key contractors. Enhanced Health & Safety performance (fewer injuries despite workforce doubling) added contractor-focused safety staff and implemented fatigue management. Implemented human-rights-linked supply chain and contractor due diligence, including global vendor onboarding and targeted labor audits. Expanded community investment in health, education, water/sanitation, local content, agriculture and municipal capacity, coordinated via Social Management Plan and community committees. Developed resettlement plans for El Rayo and Naranjo in line with IFC Performance Standard 5 and advanced planning for four additional communities for Naranjo TSF. Strengthened environmental management, including Environmental and Social Impact Assessments (ESIAs) for expansion and new TSF, environmental compliance reporting, biodiversity offsets, reclamation and participatory environmental monitoring. 						
Embedded Principles	<ul style="list-style-type: none"> Integration of human rights across labor, supply chain, resettlement, environment and security. Systematic risk assessment and ESIA for major expansions and TSF development. Escalation of serious complaints via EthicsPoint and Legal/Compliance. 						
Continuous Improvement Categories by Salient Risk	Non-discrimination	Health and Safety	Working Conditions	Responsible Resettlement	Security	Water Use and Management	Indigenous Peoples' Rights

⁴ Refer to page 114 of Barrick's 2024 Sustainability Report. The complaint lodged was fully investigated, found to be unsubstantiated and closed.



Site Assessment: Pueblo Viejo

Continuous improvement actions

Labor & working conditions (contractors)

- Verify compliance with evolving minimum wage law, overtime rules and paid time off; address any systemic issues found.
- Strengthen anti-harassment training and victim support mechanisms, including awareness of respectful and inclusive workplace practices for diverse employee groups, including LGBTQ+ workers and persons with disabilities.

Grievance mechanisms

- Reduce delays and perceived confidentiality gaps in grievance mechanisms; maintain strong, trusted use of EthicsPoint (hotline) while improving internal channels.
- Ensure resettled communities are aware of the formal grievance process and verify members are provided grievance tracking numbers for all complaints.

Resettlement & livelihoods

- Protect children's access to education by ensuring temporary or permanent schooling is in place at the new sites before relocation.
- Safeguard food security and standard of living by accelerating access to productive land, crop planting and small-animal raising at new locations; avoid gaps in access to existing crops.
- Improve consultation quality and direct communication with all resettlement communities, and maintain transparent documentation and updates.

Community health, environment & water

- Enhance dust control in affected communities.

Security & VPSHR

- Assess security-related human rights risks linked to resettlement and protests.

Economic inclusion & community development

- Continue to support local content, agribusiness and water systems, and improve transparency of commitments and progress through regular public reporting and meetings.



Site Assessment: Veladero

Site	Most recent assessment		Total # of assessments	Human rights complaints (2024)	# Stakeholders Interviewed during most recent HRIA	% Actions Closed out from Previous Assessment	
Veladero	2022		1	0	83	89%	
Key Salient Risk Areas of Focus during the Assessment period	Non-discrimination	Health and Safety	Working Conditions	Responsible Resettlement	Security	Water Use and Management	Indigenous Peoples' Rights
Key Actions implemented (2016 - 2022):	<ul style="list-style-type: none"> Maintained strong HR systems: good rosters with significant rest, strong union relations, and well-used employee grievance mechanisms. Improved conditions and opportunities for women (including off-mine work options during pregnancy and promotion via young professional and skills programs). Expanded local employment, procurement and business incubation, backed by rigorous contractor local-hire and local-spend tracking, with fines for non-compliance. Supported community water and irrigation infrastructure, forestry and alternative energy projects, and a participatory water-monitoring program. Enhanced contractor due diligence via third-party checks on social security and statutory benefits. Advanced VPSHR implementation, including robust screening and training for private security, clear use-of-force guidance and regular engagement with the Argentine Gendarmerie (Gendarmería Nacional), a federal public security force responsible for border and law-enforcement functions in remote areas. Barrick and its affiliates do not direct or control these public security forces, which operate under their own chain of command. 						
Embedded Principles	<ul style="list-style-type: none"> Non-discrimination and respect for freedom of association in HR practices. Structured risk assessment on labor, environment and security, with ISO 14001 certification to be maintained. Use of participatory monitoring and community committees for water and development projects. 						
Continuous Improvement Categories by Salient Risk	Non-discrimination	Health and Safety	Working Conditions	Responsible Resettlement	Security	Water Use and Management	Indigenous Peoples' Rights



Site Assessment: Veladero

Continuous improvement actions

Non-discrimination & respectful workplace

- Strengthen prevention and response to potential sexual and gender-based harassment through refreshed, scenario-based training for employees and key contractors.
- Reinforce zero-tolerance for discrimination messaging and test workplace culture for women and LGBTQ+ employees via confidential surveys.

Contractor labor practices

- Extend third-party checks to cover overtime, wage transparency, benefits and potential under-the-table payments.
- Implement a risk-based contractor labor audit program with documented corrective actions and close-out tracking.

Grievance mechanisms

- Set clear timelines and processes for investigating and closing complaints, including those involving former employees.
- Improve communication with complainants to maintain predictability and trust.
- Use consolidated grievance data to identify systemic trends and target training or policy changes.

Community engagement & communication

- Expand communication on socio-economic investments, local hiring/procurement and environmental performance in Jáchal and Iglesia through multiple channels.
- Raise the profile and participation rate in participatory water monitoring and share results in simple, accessible formats.
- Use perception surveys to assess the reach and effectiveness of communications beyond direct project beneficiaries.



Site Assessment: Reko Diq

Site	Most recent assessment	Total # of assessments	Human rights complaints (2024)	# Stakeholders Interviewed during most recent HRIA	% Actions Closed out from Previous Assessment
Reko Diq ⁵	2024	1	0	147	98%

It should be noted that this HRIA formed part of the ESIA for Reko Diq and was conducted to establish a baseline of human rights conditions and inherent risks. This summary should be reviewed with this context when comparing other asset summaries that assess risks while in operation.

Key Salient Risk Areas of Focus during the Assessment period	Non-discrimination		Working Conditions		Security		Water Use and Management		Indigenous Peoples' Rights
	Health and Safety		Responsible Resettlement						
Key Actions implemented (up to 2025):	<ul style="list-style-type: none"> Adopted Barrick's Human Rights Policy, Global Harassment Standard and Code of Business Conduct; Employee Handbook reflect that benefits are provided beyond legal minimums. Built a strong safety culture with daily toolbox talks, morning exercises and detailed monthly camp inspections; rosters support family time for migrant workers. Implemented contractor labor audits and vendor due diligence (human rights, modern slavery, anti-corruption, UNGP/VPSHR commitments), including by TRACE, an international anti-bribery and compliance organization that provides due diligence and risk screening on third parties. Established two Community Development Committees (Nok Kundi and Par-e-Koh) and delivered early community benefits (potable water, education support, health clinic services). Launched comprehensive ESIA work, including continuous air monitoring and extensive hydro-census and modelling for shared water use. (ESIA since completed and approved by regulators in 2025.) Completed thorough due diligence on private security (Askari) and agreed to a Security Services Framework Agreement with government forces including VPSHR and anti-corruption provisions. The Framework Agreement makes clear that under no circumstances can Barrick or Reko Diq Mining Company (Private) Limited direct or control any actions of the government forces party, which are sovereign, independent forces with their own chains of command. 								
Embedded Principles	<ul style="list-style-type: none"> Supply chain due diligence and third-party screening. Risk assessment embedded in ESIA, security design and water planning. Training on safety, harassment, anti-corruption and VPSHR-related topics. 								
Continuous Improvement Categories by Salient Risk	Non-discrimination	Health and Safety	Working Conditions	Responsible Resettlement	Security	Water Use and Management	Indigenous Peoples' Rights		

⁵ In light of the recent escalation of security risks and increase in the number of security incidents in the Province of Balochistan, on February 5, 2026, Barrick announced that it is undertaking a review of all aspects of the Reko Diq Project, including with respect to the project's security arrangements, development timetable and capital budget. This review is now underway.



Site Assessment: Reko Diq

Continuous improvement actions

Contractor labor & supply chain

- Strengthen contractor audits with confidential worker interviews and checks on leave, benefits, social security and loans.

Non-discrimination & gender

- Implement a program to provide freedom of movement/association for women at camp.
- Communicate how discrimination will be dealt with through clear measures.

Working & living conditions

- Expedite camp expansions where possible to reduce overcrowding; improve room security (locks, lockers, CCTV) and monitor perceptions of safety via staff surveys.

Grievance mechanisms

- Roll out clear internal employee grievance procedures (including anti-retaliation), open to contractor workers, with visible posters and periodic satisfaction surveys.

Security & VPSHR

- Continue to implement structured VPSHR and use-of-force training for private security and public security; track training coverage.
- Continue to monitor compliance with the security framework (screening, conduct, payment transparency).
- Conduct a participatory security and human rights risk assessment involving communities.

Community & ESIA engagement

- Tailor ESIA communication (visual, oral, local languages) to support meaningful participations from women, elders and vulnerable groups.

Anti-corruption & EthicsPoint

- Roll out EthicsPoint information on site and integrate anti-corruption messages into inductions.



Site Assessment: Porgera

Site	Most recent assessment	Total # of assessments	Human rights complaints (2024)	# Stakeholders Interviewed during most recent HRIA	% Actions Closed out from Previous Assessment
Porgera	2025	5	2	115	N/A first HRIA post restart

It should be noted that this HRIA was scoped and undertaken as part of Porgera’s restart activities, following a period of Care and Maintenance between 2020 and 2023, to determine baseline human rights conditions in the operating environment and identify human rights risks. This summary should be viewed with this context in comparison to other asset summaries that assess risks against prior assessments and while in operation. Prior assessments and action plans were not considered in this summary.

Key Salient Risk Areas of Focus during the Assessment period	Non-discrimination	Health and Safety	Working Conditions	Responsible Resettlement	Security	Water Use and Management	Indigenous Peoples’ Rights
Key Actions implemented (up to 2025):	<ul style="list-style-type: none"> Adopted Barrick’s Human Rights Policy, Code of Business Conduct and Ethics and Anti-Bribery and Anti-Corruption Policy, with induction training provided to employees and contractors. Implemented a nationalization strategy prioritising local employment, with approximately 97% of employees being PNG nationals. Implemented workplace health and safety management processes including critical control verification, field level risk assessments and workplace safety inspections, supported by an onsite medical centre. Re-established community engagement and grievance management processes following restart, including community relations officers and grievance tracking through the Borealis system. Maintained environmental monitoring and reporting programs, including water, sediment and ecological monitoring throughout Care and Maintenance and restart, supported by annual environmental reporting and continued International Cyanide Management Code certification. Implemented security procedures and training aligned with the Voluntary Principles on Security and Human Rights (VPSHR), including training on human rights, use of force and detention procedures for security personnel. 						
Embedded Principles	<ul style="list-style-type: none"> Human rights considerations integrated into operational processes including security management, environmental monitoring, land access and community engagement. Alignment with international frameworks including the VPSHR and Barrick’s corporate human rights commitments. Ethics and compliance framework supported through the Code of Conduct, Anti-Corruption Policy and EthicsPoint reporting mechanism. 						
Continuous Improvement Categories by Salient Risk	Non-discrimination	Health and Safety	Working Conditions	Responsible Resettlement	Security	Water Use and Management	Indigenous Peoples’ Rights



Site Assessment: Porgera

Continuous improvement actions

Contractor labor & supply chain

- Strengthen contractor due diligence and monitoring against PNG labor laws and international labor standards.
- Continue periodic contractor labor audits and monitoring of working hours, leave entitlements and wage compliance.

Worker accommodation & living conditions

- Enhance oversight of contractor accommodation and worker living conditions based on international worker housing guidance.

Grievance mechanisms

- Increase awareness of employee grievance mechanisms, including the EthicsPoint Hotline.

Security & VPSHR⁶

- Work with government authorities to encourage and, where possible, support strengthening the village court system to better deal with community disputes before they escalate into conflict, and process criminals and criminal activities.
- Continue engagement with authorities and stakeholders to address security risks associated with illegal mining and tribal community conflict.

Environment & water management

- Enhance environmental information sharing and awareness through additional community engagement, such as through focus groups, non-technical booklets, etc.

Land access, resettlement and economic development

- Prioritise resolution of legacy land compensation cases and relocation commitments associated with operational activities.
- Continue scoping economic development studies to address the needs of not only the current population, but also a growing population. Share information with the CDCs to enable informed decision making to restore health and education services as key components of any economic development plan.

Ethics & anti-corruption

- Strengthen measures to prevent and detect corruption risks in recruitment processes and reinforce awareness of Barrick's Anti-Bribery and Anti-Corruption Policy.

⁶ It should be noted that these recommendations are reliant on government intervention and use of leverage to expedite and implement such recommendations.

Appendix 2

Our Human Rights Policy





Our Human Rights Policy

1. Mission Statement

We respect the human rights of all individuals impacted by our operations, including employees, contractors and external stakeholders. Wherever we operate, we seek to avoid causing or contributing to human rights violations and to facilitate access to remedy. While governments have the primary responsibility to protect against human rights violations, we understand and accept our responsibility to respect human rights.

We consider “human rights” to be all internationally recognized human rights in the International Bill of Human Rights and the International Labour Organization (ILO) Declaration of Fundamental Principles and Rights at Work. Indigenous Peoples and vulnerable populations often have distinct relationships with land, water, cultural heritage, and traditional livelihoods. They may also face structural barriers such as limited political representation, unequal access to services, or historical exclusion.

2. Our Approach

In fulfilling our mission, we are guided by several principles that help define our approach:

- We are committed to and always strive to act in accordance with the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, and the Voluntary Principles on Security and Human Rights.
- We do not tolerate violations of human rights committed by our employees, affiliates, or any third parties acting on our behalf or related to any aspect of one of our operations.
- We do not tolerate the use of child labor, prison labor, or any form of forced labor, slavery or servitude.
- We believe in fair employment practices and in a workplace in which all individuals are treated with dignity and respect. We do not tolerate discrimination against individuals on the basis of race, colour, gender, religion, political opinion, ethnicity, age, nationality or social origin, sexual orientation, or union membership.

- We aim to pay all employees and contractors fairly. We will enforce working hours to the best of our ability aligned with ILO standards, and provide fairly compensated overtime and pay for periodic holidays and time off.
- We respect the freedom of expression and right to associate of our employees and contractors, including their right to establish and to join organizations of their own choosing to bargain collectively and advance their occupational interests without our previous authorization or unreasonable interference.
- We do not tolerate threats, intimidation, or attacks against human rights defenders.
- In our relationships with host governments, contractors and third-party service providers, we do our utmost to avoid being complicit in adverse human rights impacts, including benefitting from the human rights violations caused by others.
- We monitor and try to continuously improve our human rights performance.

3. Steps We Take

To try and meet those commitments, we will aim to take several steps:

- Develop and implement supporting policies, procedures, training and internal reporting structures to embed this Policy throughout our company.
- Provide training on our human rights expectations to all new employees and all relevant existing employees.
- Provide a safe and healthy workplace for all staff, contractors and subcontractors.
- Follow the Voluntary Principles on Security and Human Rights in our dealings with public and private security providers, local communities and potential victims of human rights violations.
- Comply, and demand that all suppliers and contractors comply, with all national laws, the International Bill of Human Rights, and the ILO Core conventions.



Our Human Rights Policy

- Conduct human rights due diligence for all new projects and significant modifications to existing operations where there is the potential for negative human rights impacts, and seek to employ reasonable measures to mitigate those impacts.
- For relevant suppliers and third-party service providers, perform reasonable due diligence, insist that human rights terms and conditions be included in contracts (including compliance with this Policy), and require periodic human rights reporting, certifications and/or training.
- Promote human rights by contributing to public debate, supporting international agreements and commitments, and identifying opportunities to constructively engage on human rights issues relevant to the countries in which we operate.
- Only employ people above the minimum employment age set by national law or by ILO Convention 138, whichever is the higher. We will avoid employing individuals below 18 years of age in work that is likely to harm their health, safety or morals.
- Promote fair competition, including respect for property rights.
- Respect the history, culture and traditional ways of indigenous peoples, their standing as distinct, self-determining peoples with collective rights, and their interests in land, waters and the environment.
- Meaningfully engage with the local communities and other stakeholders affected by our operations to create and maintain transparent relationships built on mutual respect and trust.
- Establish and maintain a grievance mechanism for human rights complaints to be reported and addressed without any prejudice to the aggrieved person(s). We will report publicly on how complaints have been managed.
- Prevent, mitigate, and, where appropriate, remedy negative human rights impacts that are caused, or contributed to, by our company. In situations where we are directly linked to negative human rights impacts because of activities in our value chain, we will seek to use our leverage to prevent or mitigate those impacts.
- Take appropriate action where we identify violations of this Policy by employees or contractors.
- Conduct periodic audits and reviews at different sites, of different operating units, and of different contractors, to give us confidence that we are meeting the letter and spirit of this Policy. We may conduct those audits ourselves, or use external third parties. Where appropriate, we will establish performance improvement action plans to respond to the findings of these audits and reviews.
- Communicate this policy to our employees, partners, contractors and sub-contractors and make it available to the public.
- Report on our performance against our human rights objectives and targets.

4. Scope of Policy

The Policy is applicable to our entire workforce of Barrick, including senior executives, financial officers, contractors and members of the Board of Directors, at every site that we operate. Certain of our affiliates and joint ventures, such as Barrick Niugini Limited, maintain their own distinct human rights policies and approaches, however we will use all rights and powers at our disposal as significant shareholders to achieve policies that will, in principle, align with this policy.



Our Human Rights Policy Frequently Asked Questions

1. What is a “human right”?

For purposes of our human rights approach, the term “human rights” includes rights to:

- Life;
- Physical safety;
- Own and enjoy property;
- Fair and appropriate treatment in the workplace and in society, including protections for children;
- Fair treatment in the legal system;
- Associate with others for peaceful and lawful purposes;
- Practice and enjoy one’s culture, nationality and religion;
- Maintain individual thoughts and reasonable expression;
- Privacy and familial rights;
- And other rights as spelled out in relevant policies and procedures.

2. What kinds of activities constitute human rights violations?

The kinds of activities vary greatly and can include murder, extrajudicial killing, and physical

abuse such as torture, beatings, rape, assault, kidnapping, or attacking peaceful lawful protestors. Violations of rights in the legal system, such as abuse in prison, arbitrary arrest, or the denial of a fair trial, or related to labor, such as child labor, forced labor, or labor trafficking, as well as certain workplace conditions, can all be violations of human rights. Activities violating human rights can also include property related issues, such as forced evictions, denying individuals the right to own or enjoy property, land grabbing, or denial of access to water in certain situations. Measures that prevent people from practicing their religion or having a family, or discriminating against people based on their nationality, sex, race, or other characteristics can also violate human rights.

3. What is the difference between a human rights violation and a domestic legal violation?

There are differences between human rights violations and domestic legal violations. Human rights violations, for purposes of our approach, are defined by international standards, and tend to involve rights that most countries around the world agree upon. Domestic legal violations normally are broader in scope than human rights violations; that is, human rights generally are a subset of domestic legal provisions. In most instances, conduct that constitutes a human rights violation will also

violate domestic laws. Under our policies and procedures, information that could suggest human rights violations or domestic legal violations must be reported.

4. What is meant by ‘complicity’?

Complicity can mean different things, depending on the circumstances. In many locations, knowingly providing practical assistance to a legal violation defines complicity. Our goal is to avoid contributing to, encouraging, benefitting from or facilitating any human rights violation, and to take steps to help others acting on our behalf do the same.

5. What are the penalties for human rights violations?

The legal penalties for committing human rights violations vary. The penalties largely are defined by domestic legal codes, and so will depend on the countries whose laws may apply, and the nature of the incident. However, most human rights violations bring the potential for severe penalties, which, depending on the circumstances, can apply to individuals and companies. For individuals, the penalties can include lengthy jail terms and harsh monetary fines. For companies, the penalties can include fines, loss of licenses, and other measures. For employees, if you are complicit in human rights

violations or serious criminal acts, you should expect your employment to be terminated. Given the seriousness of human rights violations, employees who either fail to report human rights violations about which they have direct knowledge, or who hinder investigations into human rights violations by, for instance, misleading investigators, also should expect to be terminated. Our third party contractors and suppliers likewise will be expected to avoid committing or being complicit in human rights violations, to report human rights violations of which they are aware, to avoid hindering human rights investigations, and to institute appropriate remedial actions where they are complicit in or otherwise commit a human rights violation.

6. How are human rights obligations enforced?

There are different enforcement mechanisms in different locations. First, host governments may take action. Second, most countries have laws that can apply outside of their borders, and these sometimes cover human rights. That can include countries where the victim or perpetrator lives or is a citizen, or even countries that may not have an obvious connection to the event. These countries, too, may take action. Third, the international community has a web of enforcement mechanisms that may apply,



Our Human Rights Policy Frequently Asked Questions

depending on the facts. Finally, we also may take commercial action in the face of actions that implicate human rights concerns, whether through discipline of employees, reevaluation of contracts, or other means.

7. If I have questions about whether something may constitute a human rights violation under Barrick's policy, whom should I contact?

We have resources to provide guidance on whether an action could violate relevant human rights or domestic laws. But you always should consider contacting your supervisor, the Human Resources department, the Country Executive Director, the General Manager, any In-House Legal Counsel, any Compliance Personnel, or the Office of the General Counsel. If you have any doubts about whether an incident may implicate human rights, err on the side of reporting.

8. How do I know if something is a human rights violation that should be reported?

It is not important whether you know that something is, or is not, a human rights violation.

If you hear information suggesting that conduct by an employee or third party could violate our Code of Business Conduct and Ethics, our Human Rights Policy, or other relevant policies, report the conduct regardless of whether you know or believe it is a human rights violation. If you hear information suggesting that conduct by an employee or third party could be part of any type of legal violation, or that someone's legal rights were violated in any way, report the conduct regardless of whether you know or believe it is a human rights violation. We do not expect you to report what law or what human right may have been violated. We do expect you to report information related to conduct that seems wrong or improper.

9. How much information must I hear or learn about to report it? Is a simple rumor that I hear enough to report?

Given the serious nature of the issues, a simple rumor of misconduct that you don't know to be true or untrue is enough to report. There is no minimum threshold for relevant reportable information. Rumors can be examined to assess their truth. Other individuals also may report relevant facts that may shed light on a rumor. Any information that could implicate a human rights issue, or a violation of the law, should be reported.

Do not try to apply any subjective judgment to determine whether the rumor is or is not credible.

10. What information should I report?

Report whatever factual information you have gathered. In particular, it is important to note the identities of relevant individuals, whether they are witnesses, victims, or perpetrators. It also is important to include details about any incidents, including relevant times and locations, to permit further investigation. We do not expect you to identify rights that you think may have been violated, but only what you may have perceived – that is, what you may have seen, heard, or read. Note that we may, depending on the situation, report information about human rights violations to relevant government agencies.

11. What may happen if I do not report information of a potential human rights violation?

An individual's failure to report information related to a crime can, in some circumstances, itself violate the law. We believe it is critical to know about and review human rights concerns, and the consequences to us for failing to do so can be severe. And we may not be excused from failing

to know about or look into human rights or other legal issues because we do not learn of them. So if an employee fails to report a human rights violation or serious crime about which they have direct knowledge, the employee should expect to be terminated – just as an employee who is complicit in a human rights violation or serious crime should expect to be terminated. If an employee misleads or hinders investigators looking into possible human rights violations or serious potential crimes, the employee should expect to be terminated.

For contractors, if you or any of your employees commit or are complicit in a human rights violation or serious crime, you will be expected to take appropriate remedial action, and/or your contract may be re-evaluated. If you or any of your employees know of a human rights violation or serious crime by a third party and fail to report it, you will be expected to take appropriate remedial action, and/or your contract may be re-evaluated. If you or your employees hinder or mislead investigators making inquiries into human rights violations or serious crimes, you are expected to take appropriate remedial action, and/or your contract may be re-evaluated.



Our Human Rights Policy Frequently Asked Questions

12. Are there any exceptions to reporting potential human rights violations (e.g., are there instances where I should not report information I hear about a potential human rights violation)?

There are no exceptions to reporting.

13. Can I report anonymously?

Yes, reports through the Compliance Hotline can be anonymous. It is important to understand that there will be no adverse employment consequences for people who timely report information in good faith related to possible human rights concerns. We will take reasonable measures to try to protect individuals who report in good faith, in a timely manner, from reprisals by third parties.

14. How will human rights violations be investigated?

Reviews of possible human rights violations may be conducted in different ways, using internal or external resources. Findings of serious human rights violations will be reported

to senior management and potentially members of the Board of Directors.

15. What kind of auditing and assurance will be performed to determine compliance under the human rights compliance program?

We may use internal and external audit processes. Some of the auditing may take place by our internal audit group. Some may take place through external specialists, who may analyze discrete elements of the human rights program. Ultimately, we will use varied approaches, general and specific, internal and external, to assess programmatic effectiveness.

16. Who will receive human rights training?

Training will be provided, at a minimum, to all new employees, and all employees who may impact human rights, receive reports or complaints on human rights, and who may oversee programs involving human rights issues. These will involve management, legal personnel, human resources, security personnel, community relations personnel,

individuals involved in administering the supply chain and overseeing third parties, and others.

17. What information will be tracked and reported internally and externally?

The information to be tracked may include the type and frequency of reports related to human rights violations, how a report was resolved, whether the report was deemed credible, how long it took to be resolved, and other similar factors. Some of this information may be released publicly in aggregated form.

18. How will we seek to engage with host governments, as appropriate, consistent with the Human Rights Policy?

The nature of that engagement will differ with each government, and each site. The engagement may include activities such as training, financial or in-kind support, program design and advice, physical infrastructure projects, community relationship-building, capacity building, and advisory work in drafting laws and regulations.

19. Who will oversee the Policy?

This Policy is overseen by the Group Sustainability Executive, under the direction of the Audit and Risk Committee of the Board of Directors, which receives regular updates on our human rights performance. Responsibility and accountability for implementing the Policy rests with the General Managers and Executive Directors in the countries where we operate.

20. What policies and procedures are relevant to our human rights approach?

The Code of Business Conduct and Ethics, Environmental Policy, Safety and Health Policy, Anti-Bribery and Anti-Corruption Policy, and Supplier Code of Ethics are some of the policies relevant to the human rights compliance program.

Appendix 3

Our 2024 Modern Slavery Report





2024 Modern Slavery Report

This Report is produced by Barrick Gold Corporation and its subsidiary, Barrick Gold Inc¹ (“Barrick” or the “Corporation” or “our” or “we”) for the financial year ending December 31, 2024 (the “Reporting Period”) and sets out the steps taken to prevent and reduce the risk that forced labour or child labour is used at any step of the production of goods in Canada or elsewhere or of goods imported into Canada by the Corporation, in compliance with the Fighting Against Forced Labour and Child Labour in Supply Chains Act (S.C. 2023) (the Act).

1. Barrick’s structure, activities and supply chains

Barrick is a Canadian public company listed on the Toronto Stock Exchange (ABX) and the New York Stock Exchange (GOLD). Barrick entered the gold mining business in 1983 and is a leading international gold company. Our principal products and source of earnings are gold and copper. Barrick is engaged in the production and sale of gold and copper, as well as related activities such as exploration and mine development. As of December 31, 2024, Barrick employed approximately 26,800 employees worldwide, including employees at operations jointly owned and operated by Barrick. Barrick also employed approximately 27,000 contractors. Approximately 13,400 employees are represented by a labour union or are covered by collective bargaining agreements.

Globally, Barrick has interests in operating mines or projects in 18 countries, including Canada, USA, Argentina, Chile, Côte d’Ivoire, the Dominican Republic, the Democratic Republic of the Congo, Mali, Pakistan, Papua New Guinea,

Saudi Arabia, Tanzania and Zambia. Barrick has exploration activities in Japan, Ecuador, Peru, Egypt and Jamaica. Barrick’s portfolio includes six Tier One Gold Assets². Barrick strives to partner with our host countries and communities to transform their natural resources into tangible benefits and mutual prosperity, in a manner that prevents and reduces the risk of forced labour or child labour.

Barrick’s supply chain for the production of gold and copper covers operational requirements throughout the complete mine lifecycle from exploration to closure. The main categories representing 80% of Barrick’s procurement expenditures are: heavy mining and plant equipment, transportation, warehousing logistics (inland, air and sea), diesel fuel and lubricants, natural gas and contract labour. For 2024, Barrick’s main purchasing categories and the percentage that these categories represent of Barrick’s overall expenditures were:

Category	Spend %
Services	35%
Heavy Mining Equipment (HME)	17%
Fuel and Energy	13%
Fixed Plant	9%
Commodities	5%
Miscellaneous	6%
Drilling	5%
Reagents	4%
Explosives	2%
Tyres	2%
Logistics	3%
Total	100%

¹ This report is submitted jointly by Barrick Gold Corporation and its wholly owned subsidiary Barrick Gold Inc., both of which are reporting entities under the Act. In May 2025 Barrick Gold changed its name to Barrick Mining Corporation.

² Tier One Gold Assets is an asset with a \$1,300 per ounce reserve with potential for five million ounces to support a minimum 10-year life, annual production of at least 500,000 ounces of gold and with all-in sustaining costs per ounce life-of-mine that are in the lower half of the industry cost curve. Tier One assets must be located in a world class geological district with potential for organic reserve growth and long-term geologically driven value addition.



2024 Modern Slavery Report

Barrick's supply chain strategy focuses on sourcing materials and services from local suppliers to maximize the value generated in the countries in which we operate. In 2024, Barrick sourced materials from over 77 countries with the most significant portion of procurement sourced from North America (46%).

2. Barrick's Policies and due diligence processes in relation to forced or child labour

Barrick believes that to succeed, modern mining companies must embrace and integrate environmental, social and economic considerations in all business decisions and deliver these through responsible partnership with our stakeholders. Our sustainability vision is underpinned by four key pillars: creating economic benefits; protecting health & safety; respecting human rights; and minimizing our environmental impacts.

Wherever we operate, we, and we expect that the third parties that we work with will, respect the human rights of everyone impacted by our operations, seek to avoid causing or contributing to human rights violations, prevent adverse human rights impacts from occurring, and provide a remedy where adverse human rights impacts do occur. We do not tolerate violations of human rights committed by our employees, affiliates, or any third parties acting

on our behalf or in relation to any aspect of our operations. We have zero tolerance for, and our Human Rights Policy clearly prohibits the use of child labour, prison labour, or any form of forced labour, slavery or servitude in our operations, supply chain or any associated business activity. We are committed to, and always strive to, act in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs), the Voluntary Principles on Security and Human Rights (Voluntary Principles) and the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises.

Policies

Barrick sets expectations for our business activities at the Group level. These expectations are outlined in Barrick's Code of Business Conduct and Ethics (Code of Conduct), Human Rights Policy, Supplier Code of Ethics, and related company policies and supporting procedures. All companies, contractors and suppliers that we work with are contractually required to adhere to these Barrick policies. The Human Rights Policy is applicable to our entire workforce, including contractors and suppliers, at every site we operate. These policies outline our commitment to identifying and addressing human rights issues and setting the standards we expect all employees and partners to uphold. In all our relationships, we do

our utmost to avoid being complicit in adverse human rights impacts, including benefitting from the human rights violations caused by others. The Human Rights Policy makes it clear that we do not tolerate the use of child labour, prison labour, or any form of forced labour, slavery, or servitude in any of our operations or supply chains. We comply with, and expect that our suppliers comply with, all relevant national and international human rights laws.

Employment conditions

We require that our employees comply with our Code of Conduct and Human Rights Policy. Barrick takes a country-based approach to determining salary bands, compensation and benefits, and our workers are paid above the minimum wage in all relevant countries or regions and receive the applicable government mandated benefits. As of December 31, 2024, approximately 50% of Barrick's employees globally were covered by collective bargaining agreements.

Human Rights Due Diligence

Barrick has robust due diligence processes across our operations. Barrick conducts due diligence on all potential vendors and to account for any significant modifications to existing operations. In cases where a potential human right risk is identified, there is a process for enhanced human rights due diligence to

be completed by internal or external teams. There are processes in place for enhanced and ongoing due diligence to be conducted for contractors who are identified as presenting higher risks of negative human rights impacts or who provide goods and services on-site. Further, the process includes additional checks and risks assessments that may be undertaken for these contractors, and controls may be implemented where necessary. High risk vendors may be subject to Business Integrity and Ethics training, including human rights. The training may be conducted once at the outset or as an ongoing annual requirement. We share any major changes to our policies, including human rights, with all contractors regardless of risk level. Suppliers and contractors are subject to our vendor onboarding program.

Pre-contract due diligence and vendor onboarding

Barrick has developed a Procurement Standard and a Global Vendor Onboarding Standard, which create a due diligence program for all our vendors, including our first-tier or direct suppliers who supply our critical materials. These contractors must complete a questionnaire on anti-corruption and human rights in relation to both their own operations and suppliers, as well as those of their sub-contractors, and includes questions on compliance with legal requirements relating to modern slavery and human rights,



2024 Modern Slavery Report

the use of forced or child labour, workplace conditions, and anti-corruption. Alternatively, the supplier has the option of satisfying the requirements of TRACE International's TRACE due diligence process, which meets Barrick's requirements. Third party searches are completed on vendors and identified sub-contractors. The questionnaire also requires the contractor to list all sub-contractors or consultants to be hired and asks for confirmation that the contractor and its sub-contractors commit to act in accordance with the UNGPs and Voluntary Principles.

Human Rights Assessments

Human rights assessments are conducted at Barrick's operations on a two- or three-year cycle, depending on the level of risk at the site. In the first year, every operational mine conducts a self-assessment to evaluate the actual, potential, and perceived human rights and modern slavery risks and impacts. In the second year, an independent human rights assessment is conducted at mines identified to have medium and high exposure to human rights risks. Barrick's independent human rights assessments are conducted by external independent experts based on the international human rights covenants and declarations and guiding principles and standards such as the UNGP, International Labour Organization Declaration of Fundamental Principles and

Rights at Work (ILO Principles), ILO Convention 138 and Voluntary Principles. Each assessment covers all the potential areas where the mine's operations could be exposed to human rights risks or cause or contribute negative human rights impacts, both actual and perceived.

During 2024, third party assessments were undertaken at Pueblo Viejo in the Dominican Republic, Tongon in Côte d'Ivoire, Lumwana in Zambia, North Mara in Tanzania and Reko Diq in Pakistan. Recommendations from these assessments are incorporated into action plans, which are then implemented and tracked to enhance compliance with our required standards and foster continuous improvement.

Standards for suppliers

Barrick expects all suppliers to commit to Barrick's Supplier Code of Ethics, which governs the conduct of all suppliers and their relevant sub-contractors when doing business with or on behalf of Barrick. Suppliers are expected to accept and comply with the Supplier Code of Ethics in order to be eligible to do business with Barrick. This Supplier Code of Ethics builds upon the Code of Conduct and explicitly states our expectations that all suppliers and contractors are expected to comply with the ILO Principles, the International Bill of Rights, the UN Global Compact (UNGC), and all due diligence requests. This includes upholding the freedom of association and the effective recognition of

the right to collective bargaining, the elimination of all forms of forced and compulsory labour, and the effective abolition of child labour. Suppliers are also expected to have an internal process whereby grievances can be raised, and investigations can be undertaken for violations of the Supplier Code of Ethics.

Reporting and remediation

Barrick recognizes that regardless of how much due diligence, training, and guidance we carry out, there may be instances when we may contribute to negative human rights impacts. We aim to identify any impacts early and remediate them as soon as possible, establishing systems and identifying learnings to avoid and mitigate future impacts. Our Social Performance Policy requires each site to have an effective grievance mechanism to address community reports and concerns. We have also established grievance mechanisms accessible to our host communities, employees, contractors and business partner employees and their host communities. These mechanisms help us to identify and learn about issues and to resolve stakeholder concerns in a timely and proactive manner. Human rights complaints are classified at the corporate level, separately from other local reports and concerns, and escalated when the risk is identified as high. Our Human Rights Assessments evaluate how effectively these grievance mechanisms escalate, address, and resolve stakeholder complaints

in a timely and mutually satisfactory manner. Additionally, our employees are required to sign annual certifications stating that they are not aware of any potential unreported violations of our Human Rights Policy and agreeing to report any of which they may become aware.

All employees, suppliers and contractors are encouraged to submit a report if they hear information suggesting that the conduct of an employee or third party could violate Barrick's Code of Conduct or Human Rights Policy, regardless of whether they know or believe it is a human rights violation. We also emphasize that there will be no adverse consequences for people who make timely reports of human rights concerns in good faith.

Barrick maintains a hotline that is available to all employees, as well as contractors, suppliers, business partners and community members. Barrick's hotline is an independent, confidential reporting service that is available 24 hours a day and is accessible via our intranet page, or the internet or by phone. Reports can be made online in English, French or Spanish, and phone interpreters are available in those and other languages. Information regarding the hotline and how to use it is provided in the Code of Conduct, as well as on posters in English and local languages across all our sites.

Once a report has been made, the hotline has a built-in follow up tool which can be used



2024 Modern Slavery Report

by reporters to check the report's status, ask additional questions, or provide updated information. We take all hotline calls seriously and investigate each complaint raised. Reports can be raised anonymously, and Barrick does not tolerate retaliation against those who submit reports in good faith. During 2021, Barrick introduced an optional feedback survey for all individuals submitting reports to the hotline for continued improvement to our hotline function.

In 2024, Barrick received 134 hotline reports. None of these reports related to modern slavery (including forced or child labour) or contained any indications of modern slavery implications or risks.

3. How Barrick identifies and handles forced or child labour risks in its business and supply chain

Modern slavery risks may arise due to issues present in the countries and regions in which we operate and source from due to the goods and services we procure and the entities with which we engage. Barrick acknowledges that we operate in certain jurisdictions in which working conditions can be unjust and the use of child and forced labour in local communities and supply chains is prevalent. In other jurisdictions, where forced labour and child labour are not as

common, there may be impacts on other labour rights such as freedom of association and the right to unionise. Barrick believes that identifying modern slavery risks is a vital step towards eradicating it. As such, modern slavery risks in our supply chain may change over time and these changes can reflect internal factors such as entering new territories, establishing new operations or external impacts.

Barrick maintains a Group Risk Register, which helps us identify and manage key risks, including modern slavery and human rights risks across all our operations and projects. Each quarter all site-level risk registers are submitted by region to our risk team for review. The most significant risks from each site are included by the Group Risk team in the Group Risk Register. Our risk criteria include impacts to our key stakeholders and rights holders as well as impacts to the company. Any human rights risk or modern slavery risk is considered a high risk unless controls are implemented.

4. Measures taken by Barrick to remediate forced or child labour

In 2020, Barrick implemented a range of updated human rights programs and policies, including a training program specifically relating to human rights, and in 2024 we included modern slavery topics. Barrick has continued to drive and embed respect and accountability for human rights

throughout our organisation, including in our operations and business relationships, from the very top of our management structure to all our employees globally, our supply chain, and all our business partners. As a responsible corporate citizen, Barrick takes an active role and works with our industry partners to identify and share best practices. In 2024, we participated in multi-stakeholder human rights initiatives such as the OECD Guidelines for Multinational Enterprises and the Voluntary Principles as well as with our key industry associations including: the World Gold Council (WGC); the International Council on Mining and Metals (ICMM); and the Mining Association of Canada (MAC).

Engagement with stakeholders

Barrick is committed to listening to our stakeholders and incorporating their input into our decision-making. We aim to build strong and lasting relationships grounded in trust and transparency, and this philosophy also guides our due diligence process. Through open, and honest engagement with potentially impacted rights-holders, we identify potential human rights and modern slavery risks that could damage these relationships and break trust. Our key stakeholders and rights-holders include employees, suppliers, contractors, business partners, neighbouring communities and host governments.

Some of the ways we engage with employees are Town Hall meetings at each site, our digital

platforms (including the intranet and hotline), and trade union representation at quarterly meetings with senior management. The nature of Barrick's engagement with other stakeholders will depend on the particular rights-holder and the nature of each site. It may include activities such as training, financial or similar support, program design and advice, physical infrastructure projects, community relationship-building, capacity building, and advisory work in drafting laws and regulations. We also conduct regular site visits, and our Human Rights Assessments include interviewing contractor employees to determine their perceptions of conditions at the site. Finally, we have established Community Development Committees (CDCs) at each of our operational mines. CDCs identify community needs and priorities and allocate funds to those initiatives which are most desired by the local community. They also provide a regular and important forum for discussion and information sharing between our operations and our local communities.

Memberships

In 2005, Barrick joined the UNGPs. This is a voluntary initiative that promotes corporate citizenship by directly involving businesses in tackling some of the major human rights, labour, anti-corruption, and environmental challenges that arise from increasing globalization. Barrick is a member of the WGC and ICMM, and we have implemented the WGC's Responsible Gold



2024 Modern Slavery Report

Mining Principles (RGMPs) and the ICMM's Mining Principles and Performance Expectations (MPPEs) (collectively referred to as RGMPs+). The RGMPs consolidate leading international standards, including the UNGPs and OECD Guidelines for Multinational Enterprises, into a single, coherent framework specific to the gold mining sector. Principle 6 of the RGMPs addresses labour rights, stating that WGC members "will ensure that our operations are places where employees and contractors are treated with respect and are free from discrimination or abusive labour practices". Specifically, Principle 6.3 states that WGC members "prohibit child labour, forced labour and modern slavery in our operations and in our supply chains."

The ICMM's MPPEs provide a comprehensive set of performance expectations for ICMM members to manage sustainability and human rights issues at the corporate level. Performance expectations relevant to Barrick's response to modern slavery are found in Part 3 of the MPPEs, and include:

- 3.1 – "Support the UNGPs by developing a policy commitment to respect human rights, undertaking human rights due diligence and providing for or cooperating in processes to enable the remediation of adverse human rights impacts that members have caused or contributed to."

- 3.4 – "Respect the rights of workers by: not employing child or forced labour; avoiding human trafficking; not assigning hazardous/ dangerous work to those under 18; eliminating all forms of harassment and discrimination; respecting freedom of association and collective bargaining; and providing an appropriate mechanism to address workers grievances."
- 3.5 – "Equitably remunerate employees with wages that equal or exceed legal requirements or represent a competitive wage within that job market (whichever is higher) and assign regular and overtime working hours within legally required limits."

Applying these standards helps to drive standardization of our policies and standards and procedures reflects our unwavering commitment to responsible production and broadens and deepens our understanding of where the risk of adverse human rights impacts is most significant for mining companies.

5. Income support for vulnerable families affected by ending forced or child labour

Barrick is not aware any of activity to eliminate the use of forced or child labour in its operations or supply chains that resulted in lost income to families in the communities where it operates.

6. Training provided to employees on forced labour and child labour

We believe that equipping our employees, contractors and suppliers with the knowledge and requirements of our Business Integrity and Ethics program, including human rights, is key to the success of our program and in 2024 we continued to focus on our education program to enhance the knowledge base and employee understanding of our expectations.

In 2022, we developed and rolled out an immersive and scenario-based online ethics training program for all eligible employees to complete, this training includes both human rights and modern slavery topics. Our training program included an initial quiz to test knowledge and comprehension of our Business Integrity and Ethics program to determine the level of additional information and testing required in the compulsory training program. For the third consecutive year, 100% of required employees completed this training.

Human rights training is provided to all new employees and all employees who may impact human rights, receive reports or complaints on human rights, and oversee programs involving human rights. This includes management, legal personnel, human resources, security personnel, community relations personnel, individuals involved in administering the supply

chain and overseeing third parties, and others. Additionally, enhanced live training is provided to employees in positions that are exposed to additional risk. Enhanced live training is provided in an interactive format with in-depth discussion on specific risk-based compliance topics and affords the opportunity for employees to ask specific questions of our Business Integrity staff. We also continued to promote our hotline, emphasize our dedication to non-retaliation for whistleblowers across our operations and implemented an updated ethics training program, which all eligible employees and identified third parties were required to complete.

7. How we assess effectiveness

Oversight of the effectiveness of our human rights program rests with Barrick's Board of Directors and its three standing committees, the Environmental, Social, Governance & Nominating Committee (ESG & Nominating Committee), the Audit & Risk Committee and the Compensation Committee. The Audit & Risk Committee assists the Board in overseeing the company's management of principal risks, which include human rights risks, as well as the implementation of policies and standards for monitoring and modifying such risks.

Additionally, in 2019, we established an Environmental and Social Oversight Committee (E&S Committee) at the management level to



2024 Modern Slavery Report

affirm our commitment to sustainability and human rights. This committee is chaired by our President and Chief Executive Officer and is made up of key members of management and an independent sustainability consultant.

During 2024, Barrick undertook further self-assessment against the framework it has developed which brings together the requirements of the WGC's RGMPs and the ICMM's Performance Expectations. This process shows that we conform with the RGMPs+ and that there are no material non-conformances or partial non-conformances.

Investigations

Barrick's Human Rights Investigation Procedure details how reports of potential human rights violations are evaluated, investigated, brought to the attention of host-nation authorities, monitored, and reported on. If a human rights violation is reported, the local and/or corporate business integrity and/or legal teams establish an investigation group, which may include external experts. Investigations are conducted according to international standards to ensure protections for the individuals involved. We investigate allegations in our own operations, as well as any allegations received relating to existing contractors or suppliers. Where appropriate, we will engage with contractors and suppliers to determine the best way to address the allegations. This may include creating an

improvement plan to mitigate current impacts and prevent future impacts or establishing systems to remedy the impacts caused.

A violation of Barrick's human rights policy leads to disciplinary action, which can include termination of employment or contracts if necessary. We may also assist victims in seeking redress directly against perpetrators using internationally recognized channels. Investigations may also lead to a root cause analysis which we use to develop recommendations for ways to prevent similar incidents from recurring. All investigations relating to allegations of potential human rights violations are reported to Barrick's Board of Directors through the Audit & Risk Committee. If the grievance mechanism, hotline, and the human rights investigation procedure do not provide adequate redress for adverse human rights impacts, Barrick may implement programs to remedy rights-holders when necessary. These programs are developed in accordance with the UNGPs and do not obstruct access to other remedies available to rights-holders, such as state-based remedies or other internationally recognized mechanisms.

Sustainability Scorecard

An important way that Barrick monitors the effectiveness of our actions in addressing human rights and modern slavery risks is through our Sustainability Scorecard. The

Sustainability Scorecard sets out what we believe are the sustainability issues most relevant to our business and the industry. The Sustainability Scorecard ranks Barrick against our peers and internal metrics across priority sustainability areas. The human rights indicators on the scorecard include: the percentage of eligible employees receiving training on human rights; and independent human rights impact assessments with zero significant findings at high-risk sites. In 2024, Barrick scored a 46 ("A") on the Sustainability Scorecard. Additional information regarding our sustainability performance for 2024 and the Sustainability Scorecard can be found in our 2024 Sustainability Report.

8. Approval and atestation

This Report was approved pursuant to subparagraph 11(4)(b)(ii) of the Act by the Board of Directors of Barrick Gold Corporation.



Cautionary Statement

Certain information contained or incorporated by reference in this Human Rights Report, including any information as to our sustainability strategy and vision, targets, projects, plans, or future financial or operating performance, constitutes “forward-looking statements”. All statements, other than statements of historical fact, are forward-looking statements. Often, but not always, forward-looking information can be identified by the use of words such as “vision”, “strategy”, “believe”, “expect”, “target”, “plan”, “commitment”, “objective”, “aim”, “goal”, “continue”, “budget”, “potential”, “may”, “will”, “can”, “should”, “could”, “would”, and similar expressions. In particular, this Human Rights Report contains forward-looking statements including, without limitation, with respect to: (i) Barrick’s sustainability strategy and vision; (ii) Barrick’s environmental, health and safety, corporate social responsibility (including social and economic development, water management, tailings, hazardous waste management, community relations and resettlement), human rights programs, policies and performance, risk identification and management, and planned independent site assessments; (iii) Barrick’s strategy to address legacy human rights issues; (iv) Barrick’s employee, contractor and supplier relations; (v) categories and areas for continuous improvement actions identified in our site assessments; and (vi) our joint ventures and partnerships.

Forward-looking statements are necessarily based upon a number of estimates and assumptions that, while considered reasonable by Barrick as at the date of this Human Rights Report in light of management’s experience and perception of current conditions and expected developments, are inherently subject to significant business, economic and competitive uncertainties and contingencies. Known and unknown factors could

cause actual results to differ materially from those projected in the forward-looking statements, and undue reliance should not be placed on such statements and information. Such factors include, but are not limited to: damage to the Barrick’s reputation due to the actual or perceived occurrence of any number of events, including negative publicity with respect to the Barrick’s handling of environmental matters or dealings with community groups, whether true or not; changes in national and local government legislation, taxation, controls or regulations, and/or changes in the administration of laws, policies, and practices; expropriation or nationalization of property and political or economic developments in Canada, the United States, and other jurisdictions in which Barrick does or may carry on business in the future; disruption of supply routes which may cause delays in construction and mining activities, including disruptions in the supply of key mining inputs due to the invasion of Ukraine by Russia and conflicts in the Middle East; risk of loss due to acts of war, terrorism, sabotage and civil disturbances; risks associated with diseases, epidemic and pandemics; risk of loss due to acts of war, terrorism, sabotage and civil disturbances; litigation and legal and administrative proceedings; contests over title to properties, particularly title to undeveloped properties, or over access to water, power and other required infrastructure; risks associated with working with partners in jointly controlled assets; whether benefits expected from recent transactions are realized; employee relations; increased costs and physical and transition risks related to climate change, including extreme weather events, resource shortages, emerging policies and increased regulations relating to related to greenhouse gas emission levels, energy efficiency and reporting of risks; Barrick’s ability to achieve its sustainability goals, including our climate-related goals and greenhouse gas emissions

reduction targets; risks associated with artisanal and illegal mining; fluctuations in the spot and forward price of gold, copper, or certain other commodities (such as silver, diesel fuel, natural gas, and electricity); changes in U.S. trade, tariff and other controls on imports and exports, tax, immigration or other policies that may impact relations with foreign countries, result in retaliatory policies, lead to increased costs for raw materials and components, or impact Barrick’s existing operations and material growth projects; the speculative nature of mineral exploration and development; changes in mineral production performance, exploitation, and exploration successes; diminishing quantities or grades of reserves; increased costs, delays, suspensions, and technical challenges associated with the construction of capital projects; operating or technical difficulties in connection with mining or development activities, including geotechnical challenges, tailings dam and storage facilities failures, and disruptions in the maintenance or provision of required infrastructure and information technology systems; timing of receipt of, or failure to comply with, necessary permits and approvals; non-renewal of key licences by governmental authorities; failure to comply with environmental and health and safety laws and regulations; and our ability to successfully close and integrate acquisitions or complete divestitures. In addition, there are risks and hazards associated with the business of mineral exploration, development and mining, including environmental hazards, industrial accidents, unusual or unexpected formations, pressures, cave-ins, flooding and gold bullion, copper cathode or gold or copper concentrate losses (and the risk of inadequate insurance, or inability to obtain insurance, to cover these risks). Many of these uncertainties and contingencies can affect our actual results and could cause actual results to differ materially from those expressed or implied in any forward-

looking statements made by, or on behalf of, us. Readers are cautioned that forward-looking statements are not guarantees of future performance.

All of the forward-looking statements made in this Human Rights Report are qualified by these cautionary statements. Specific reference is made to the most recent Form 40-F/Annual Information Form on file with the SEC and Canadian provincial securities regulatory authorities for a more detailed discussion of some of the factors underlying forward-looking statements and the risks that may affect Barrick’s ability to achieve the expectations set forth in the forward-looking statements contained in this Human Rights Report.

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

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