

# Beyond the Horizon

Summary of Barrick Mining Corporation  
Sustainability Report 2024

**BARRICK**

Executive Summary

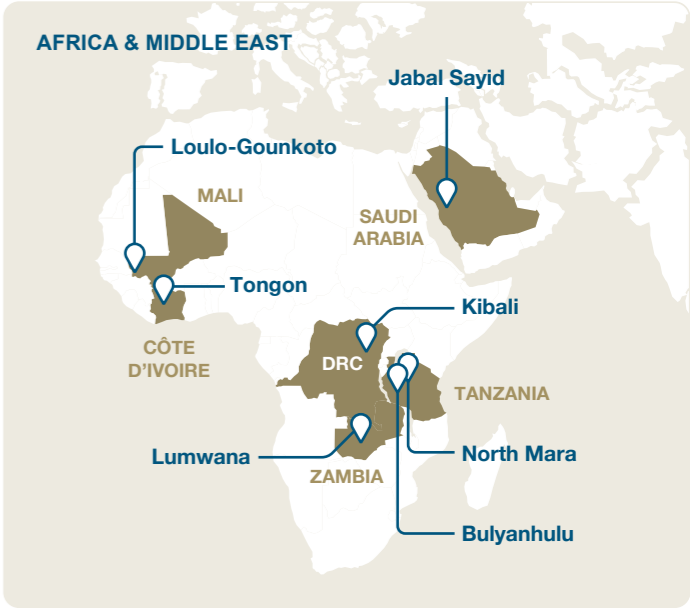
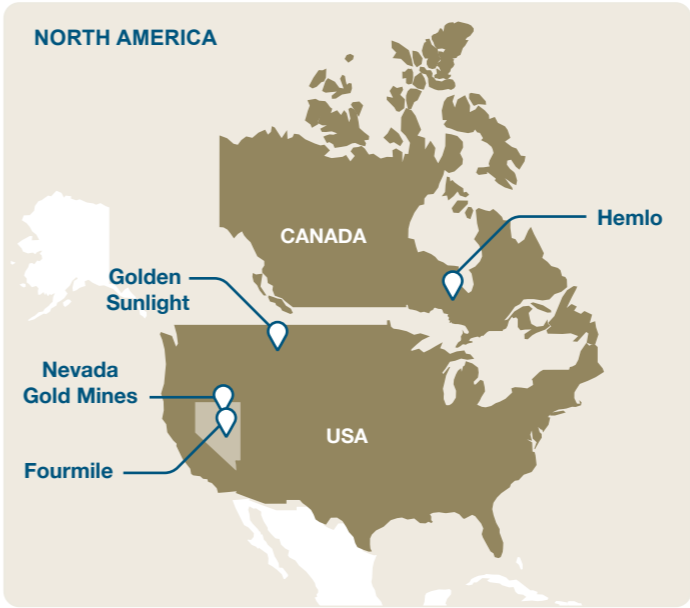
SECTION 1

# Our Global Business

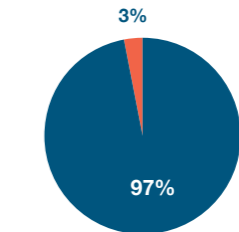
We are one of the world’s biggest gold and copper miners. Our mines and projects, some of the largest in the world, span 18 countries and will operate for years and even decades to come.

Wherever we mine – from Africa to America, Papua New Guinea to Peru – our approach is the same. We operate responsibly with future generations in mind. We draw our workforce almost entirely from host nations.

We partner with governments and host communities based on trust, transparency, and mutual benefit. And we deliver tangible, lasting social and economic value, while being stewards of the environment, because that’s how mining should be done.

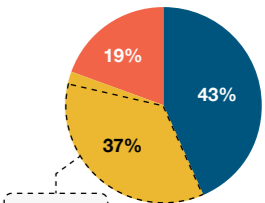


Workforce



● Host country nationals  
● Other country nationals

Total 2024 production volume (gold equivalence ounce) by region (100% basis)



35% USA  
USA is our largest country for production

● Africa & Middle East  
● North America  
● Latin America and Asia Pacific

## Our sustainability vision is to create long-term value for all our stakeholders.

We contribute to the social and economic development of our host countries and communities. We protect the safety and health of our workforce. We respect human rights. And we manage our impacts on the natural environment, both today and with future generations in mind.

We live our vision every day, by embedding environmental, social and economic considerations into all our business decisions, through partnerships with host governments and communities and by engaging respectfully with all our stakeholders.

# About This Report

This report is a summary of our sustainability activity in 2024. It aims to be an open and digestible account of our company’s most meaningful social and environmental impacts.

More detail is in our full 2024 Sustainability Report – [available on our website](#).

“From cars to currency, smart phones to solar panels, the demand for gold and copper has never been higher.

Meeting that demand comes with serious responsibilities: keeping workers safe, sharing benefits fairly, and protecting the natural environment.

At Barrick, we don’t pretend to have all the answers. But we do put these responsibilities at the heart of how we operate. We believe our commercial success depends on our ability to create long-term value for all stakeholders, including our workforce, our partners and our host communities both now and in the future.

We want to tell the stories of people like Mbusiro Samurek Bega ([page 11](#)) and Cristian Toret ([page 15](#)), and to provide a transparent account of our sustainability performance in the last year, and in the five years since our merger with Randgold Resources.

687  
megawatts of renewable and cleaner energy sources installed

- In that time, we’ve:**
- Distributed approximately \$70 billion to support workers, local businesses, community projects, and to pay our fair share of taxes.
  - Installed 687 megawatts of renewable and cleaner energy sources (including some hydro power developed pre-merger).
  - Built schools, clinics and hospitals, and created access to drinking water, roads and other infrastructure.
  - Invested to ensure those schools have quality teachers and apparatus, that the healthcare facilities’ doctors and nurses have the equip-ment and medicines they need to treat patients, and that the infrastructure delivers for host communities as part of a transparent and collaborative effort.

There’s still work to do. Most notably, in 2024, we fell short of our commitment to be a fatalityfree business. We’re determined to put that right. We are also committed to continuous improvement across all areas of the business and to setting the standard for responsible mining globally.

One of the key properties of gold is its ability to endure. We want the same to be true of the legacy we create, environmentally, economically, and socially. Long after mining ends, the benefits should remain. We’re in for the long haul.”



**Grant Beringer**  
Group Sustainability Executive



BEFORE



AFTER



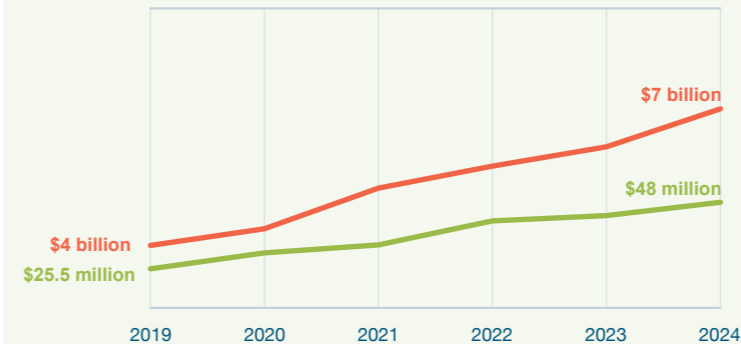
Barrick’s investments include a water treatment plant to restore the health of the Margajita River in Dominican Republic, the Manyama Day Secondary School near Lumwana in Zambia, and a 200MW Solar Plant in Nevada.



## SECTION 2

# Community-led Development

## Five-Year Perspective: Community-led Development



**Procurement Spend (Billion)**  
\$7 billion spent with host country-based suppliers in 2024.

Cumulative spend since 2019:  
**Over \$35 billion**

**Community Investment (Million)**  
\$48 million invested in community development in 2024.

Cumulative spend since 2019:  
**Over \$205 million**

**97%**  
of our workforce are host country nationals

**76%**  
of senior management are host country nationals

Mines are often located in remote regions that have historically suffered from under-investment in infrastructure and essential services.

Our operations help break this cycle. The direct taxes and royalties we pay to host states (\$2.5 billion in 2024), and the revenue we put in the pockets of employees (\$2.4 billion in 2024) and host country suppliers (\$7bn in 2024), are only the beginning. Mining when done well can kickstart a diverse regional economy.

The roads, power lines, water systems, and communications networks we build become the backbone of local development. These investments have a multiplier effect, unlocking better healthcare and education, strengthening food and water security, and building the skills and enterprise needed for local economies to thrive in the near term and long after the mine gates close.

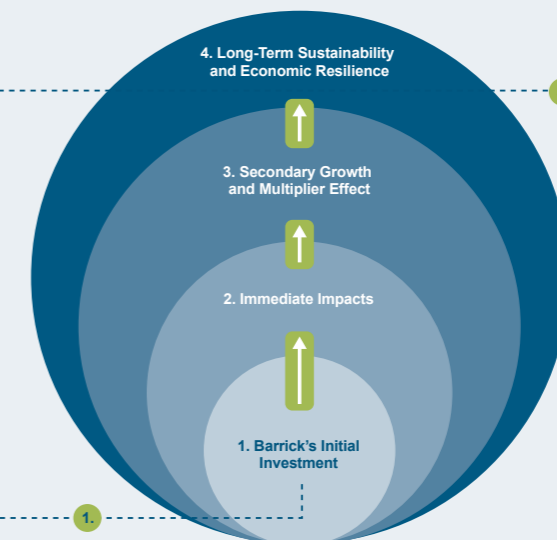
## The Mining Multiplier Effect



- Infrastructure (roads, power, water)
- Education, skills development and training
- Enterprise and supplier growth



- Direct job creation
- Improved local and national skills base
- Local supplier engagement
- Increased government revenues



- Local businesses flourish
  - More demand for goods and services
- Procurement expands
  - More suppliers and indirect jobs
- Increased tax revenues
  - Public infrastructure and services improve



- New industries emerge (agriculture, manufacturing, services)
- Diversified local economies
- Established infrastructure
- Thriving communities post-mining



## Our Mines Further Support Local Economic Development In Three Core Ways:



Elko Boys and Girls club, Nevada (USA)

### Community Investment

In 2024, we invested over \$48 million in community-led projects – every dollar allocated through our Community Development Committees (CDCs).

CDCs are established at all our sites and made up of community-elected local leaders, women, youth, and group representatives from agriculture to historically disadvantaged groups. The CDC is responsible for selecting sustainable development-related projects in their area including educational and health facilities, youth clubs, agriculture co-operatives and support to entrepreneurs.

These investments often create a ripple effect. Our North Mara mine in Tanzania for example, supports the Kemanyanki youth project. This started as a small enterprise supplying eggs and poultry to the mine and has evolved into a larger local business that offers training, recruitment and finance services including microfinance to help other local youth start their own business. In the US, Nevada Gold Mines, has supported the Elko Boys and Girls Club – a facility that provides youth with sports and STEM learning activities and family meals for those in crisis. Its wrap-around childcare not only helps the children, it enables more parents – especially mothers – to enter the workforce, fostering the multiplier effect.



Isaac Luciano Beltre, a host country national and GM at Pueblo Viejo (Dominican Republic)

### Creating Local Jobs And Skills

The vast majority (97%) of our nearly 27,000-strong workforce are host country nationals, and we invest to upskill these workers to create the next generation of mining industry leaders.

Making local hiring a priority is good for our host nations – as it directly supports the economic development of local communities and builds each country’s capacity to compete in the global mining sector. It is also good for our business. It provides our mines with a stable, motivated and talented workforce, and it fosters trust and strong community relations.

Our roles offer more than a salary. By providing communities with skills, mentoring, education and occupational health support they offer a path out of poverty and towards long-term opportunity and prosperity – especially in remote regions. This support for local individuals means 76% of our senior management in 2024 were host country nationals including some General Managers, the most senior position on the mine.



Kenge Workwear – local entrepreneurs supplying Kibali (DRC)

### Maximizing Opportunity for Local Entrepreneurs

We also prioritize the use of local and host country suppliers in our procurement. From catering to clothing, haulage to housing, in 2024 we spent over \$7.1 billion on goods and services from businesses in our host countries. This includes \$2.35 billion on suppliers from the communities closest to and in the regions of our operations.

This drives mutual benefits, generating revenues for local firms and providing Barrick with strong local ties alongside high-quality products and services, and a resilient supply chain that is less exposed to global changes. In underdeveloped areas, where local capacity is not able to meet our needs, we aim to train local firms to support the mine.

The *Emprende Alto* initiative supported by our Il Alto project in Chile is a good illustration of this. The initiative provides skills training, mentorship and market access to the region’s small-scale farmers and has supported 489 entrepreneurs, a majority of whom are female, to transition from subsistence farming to commercial agriculture, tourism, craft and other enterprises. Another example is the skills training and equipment our Kibali mine provided to Kenge Workwear, a small local sewing factory in DRC. Kenge are now able to supply the mine with its safety workwear and are scaling the business to grow beyond the local area.



The initiative to form Community Development Committees has been an excellent idea of Barrick and [has had] an extraordinary community response. With this exercise, ‘It is not about giving us fish, but teaching us how to fish’... it has managed to make the people part of its development. Long ago we dreamed of having a Development Committee [here] in the Municipal District of Zambrana, we envied Cotuí for having Development Plans and Councils. I want to see all the projects of our Three-Year Plan implemented, it is a safe mechanism to develop our ideas and our prioritized initiatives.”

**Jackeline Vásquez Vásquez**  
Member of the Zambrana Abajo CDC,  
Dominican Republic



Building Trust Through Transparency and Engagement

For Barrick, building trusted community relationships is just as critical to running a world-class mine as is crushing, grinding, and producing gold or copper.

And we know from decades of experience that genuine relationships must go beyond meetings and consultations. They need open two-way dialogue, trust, transparency and honesty, even when the conversations are difficult. We also know that relationships don't happen overnight. They take time to build.

Every site is different and we are always led by the local culture, language, and history of the region in our approach. That's why our community teams—the people leading these efforts—come from the communities or host nations themselves. They need to be able to build strong local ties and understand the context. It's why we open our doors so community members can see our operations first-hand and we are open to innovative ways to engage. For example, we share water use and quality data with communities in Argentina, Tanzania, and the Dominican Republic.

It's also why every operation has an easily accessible grievance mechanism where community members can register and resolve problems. Our grievance process is designed to meet international best practice standards, and requires all concerns to be formally recorded, fairly addressed, and resolved within 30 days. In 2024 we resolved nearly 60% of grievances within 30 days of receipt.

Where our sites operate near Indigenous communities, we are committed to upholding their rights and heritage. We work in partnership with Indigenous Peoples to develop plans that ensure their voices are heard, their heritage respected, and their concerns understood.

Securing Human Rights

In some regions, our mines operate under complex security conditions. Navigating these challenges while building trust with host communities is not easy, but it is essential. The story of *Mbusiro Samurek Bega* in Tanzania is one example of how we are working to do just that.

We follow a clear set of human rights principles. Two frameworks are especially important to us: the Voluntary Principles on Security and Human Rights (VPs) and the UN Guiding Principles on Business and Human Rights (UNGPs). These shape our Human Rights Policy, inform our security protocols and training, and reinforce our zero tolerance for human rights violations —by employees, contractors, or any third parties acting on our behalf.

You can learn more about our approach to human rights in the Governance section and in our full Sustainability Report.



From Occasional Intruder to Local Leader

In the past, limited economic opportunity around the North Mara mine in Tanzania coupled with poor community engagement under previous management contributed to regular intrusion and trespassing on the mine property. One such intruder was *Mbusiro Samurek Bega*.

Since Barrick took the mine on in 2019, we've prioritized rebuilding community trust — strengthening community relations and investing in initiatives such as the Matongo Agribusiness Initiative, which supports sustainable farming and entrepreneurship local people.

Today, *Mbusiro* is no longer on the outside — she is leading from within. As Chair of the Matongo Initiative, she now oversees training programs, mentors local youth and aspiring entrepreneurs and earns enough income to send her five children to college.

Last year Matongo's first cohort of 42 trainees, including 11 women, completed their training and launched their own farming plots. The initiative now supplies 70% of its produce to Ako, North Mara's catering company, and sell the remaining 30% to local markets. Plans are already underway to grow the program's footprint, train more people and expand its overall reach.



Life is better now. Being an intruder was risky, you could get hurt, I don't want that for my children. Now, I have stability, and we work together with the mine. It's better for everyone."

Mbusiro Samurek Bega  
Chair, Matongo Agribusiness Initiative, North Mara

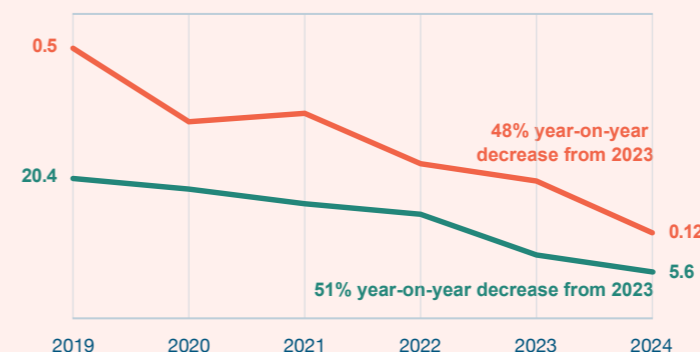




## SECTION 3

# Safety & Health

## Five-Year Perspective: Safety & Health



**Lost Time Injury Frequency Rate\***  
48% year-on-year reduction  
in lost-time injuries.

Cumulative decrease since 2019:  
**64% decrease**

**Malaria Incidence Rate in AME Region**  
51% decrease in malaria  
incidence rate year-on-year,  
the lowest rate on record.

Cumulative decrease since 2019:  
**73% decrease**

\*Lost Time Injury Frequency Rate ('LTIFR') is a ratio calculated as follows: numbers of lost time injuries x 1,000,000 hours divided by the total number of hours worked.

Mines are dynamic, high-risk environments. Without strong safety systems and a culture of care, serious injuries – or even fatalities – can occur. That's why Barrick is fully committed to ensuring every person goes home safe and well, every single day.

All our mines are certified to the international ISO 45001 management system for Health & Safety. Every mine has dedicated safety teams, emergency responders, training facilities and communication systems that keep safety risk awareness front of mind. We provide personal protective equipment and make sure safety leadership is embedded at all levels from senior executives to the front line.

Keeping ourselves and those around us safe is something we work at every single day. And while we have made progress across many safety indicators, we did not meet our most important safety goal in 2024: achieving a fatality-free year. Tragically, one of our regions recorded three fatalities. These were the worst moments of the year.

Each incident was thoroughly investigated with corrective actions taken to ensure it will not happen again, not just on site but across the group because failure anywhere is a responsibility we all share.

It's why a key focus throughout 2024 has been the roll out of our 'Fatal Risks Program'. This:

- Puts a dedicated senior leader in place to champion the execution of pre-work checks for major risks called critical control verifications (CCVs);
- Makes clear that in every part of every mine, no work should proceed unless all CCVs have been assessed; and
- In 2024 recorded more than 75,000 CCVs across our sites.

“

At Barrick, safety is personal. Every worker is part of a family and community, and we all share the responsibility to ensure they go home safe and healthy each day.”

**Lee Bouckaert**

Head of Health & Safety, LatAm and Asia Pacific region



**Towards a Workplace with Zero Injuries**

Our ambition is to become an injury-free business. In 2024, we made real progress. From June to September, we recorded zero lost-time injuries<sup>1</sup> (LTIs) across all our operations. Half of our sites remained injury-free for the entire year.

It's clear that zero is not just a target, but actually achievable. We also saw a 47% reduction in the frequency of LTIs compared to last year, and a 58% reduction since 2019 when modern Barrick was formed.

How we're getting there:

1

**Leadership That Shows Up**

We believe safety leadership starts at the top—but doesn't stop there. Our senior leaders spend time on the ground, actively checking for hazards and reinforcing safety-first behaviors. But safety is everyone's responsibility, and every worker is encouraged to use their 'Stop Unsafe Work Responsibility' if they observe a risk that is not managed and we celebrate those like Noelia Álamo (Veladero) who speak up to save lives.

2

**Focus on Prevention**

Every task out in the field begins with a hazard assessment. If there's a near miss, we don't brush it off, we investigate the root cause and share lessons across the Group. Where it makes sense, we also use technology to stay ahead of risk. In 2024, we trialed AI-equipped dashcams to detect driver fatigue and alert drowsy operators before it's too late.

3

**Investing in Safety Skills**

We take training seriously, from heavy equipment handling to site-specific risks like high altitude. In 2024, we launched the Barrick Academy at our repurposed Buzwagi mine in Tanzania. Like the Nevada Training Mine before it, it's designed to build not just skills, but a culture of safety leadership.

Though she was only an intern at the time Noelia Álamo in Argentina spoke up to exercise her 'Stop Unsafe Work Responsibility' pausing a hydraulic shovel when suspended dust and a low setting sun created low visibility. She prevented a collision with loading equipment that could have been a significant safety event.



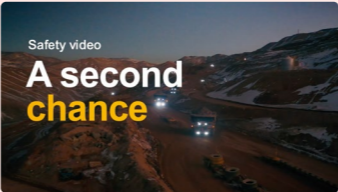
**Making a Near Miss Matter**

When a near miss incident happened to Cristian Toret, a mechanical engineer at Veladero in Argentina, our team shared an emotional video of what happened, and the corrective actions required to avoid any such incident occurring again.

Cristian was between the wheel and chassis of a giant 777CAT water truck when a driver failed to observe the personal lock and blue tag to indicate that the truck was energized but under maintenance. The driver started moving but fortunately saw a signal to halt in time to avoid disaster.

Cristian has since contributed to putting enhanced safety steps in place for this scenario and appeared in an awareness raising video widely shared across our global Group to ensure no repeat of the incident.

Watch the video [here](#).



**Nevada's Center of Excellence for Safety Training**

The Nevada training mine is a world-leading training facility established in 2022 for all new hires to experience safety hazards in a controlled environment under the direction of experienced trainers.

It is equipped with simulators and training sites to recreate real-mine situations in key processes across surface, underground and processing. It trained approximately 590 hires in 2024 in subjects from hazard recognition to truck driving to crushing and grinding circuits.

The success of the training mine means we are now investigating the development of similar facilities in other regions.

We also operate an occupational health program at all mines to anticipate, identify and control potential long-term health conditions associated with mining such as respiratory problems or damage to hearing, and to support mental health. These tailored health programs support the personal well-being of each individual worker. They sit alongside fit-for-work programs that help us all consider the importance of mental health, adequate sleep, diet and exercise.

<sup>1</sup> i.e. an injury serious enough to causes a worker to miss work for at least one full day or shift beyond the day of the injury.



### Managing Tailings with Rigor and Responsibility

Tailings facilities, that is large, engineered dams used to store material after ore has been processed, are one of the most significant safety risks at a mine.

At Barrick, we take a rigorous, safety-first approach to tailings management. That means we put the protection of people and the environment first when it comes to how we, locate, design, monitor, operate and close any tailings facility.

Our approach complies with the Global Industry Standard on Tailings Management (GISTM), a global standard developed following a number of dam failures in the industry. Barrick played an active role in helping to shape this standard, which sets a high bar for transparency, accountability and risk management. Full details of our approach and conformance to the standard are set out in the Sustainability Report, but the principle is simple. We put safety first. Always.

As with all our sustainability activity, we work closely with host communities to deliver lasting value.

In North Mara in Tanzania, we invested approximately \$65 million to construct two modern water treatment plants at the tailings facilities: a High Recovery Plant (Brine Treatment) and a Low Recovery Water Treatment Plant (pictured). Together, these plants can treat up to 52 million liters of water daily, using reverse osmosis to help produce clean, potable water that can be used by our communities, rather than needing to dispose of this water onto our tailings dam.



Water treatment plants at tailings facilities in North Mara

### Extending Safety Beyond the Mine Fence

We aim to build a culture of health and safety beyond our mine sites and into the communities around us. In 2024 this included first aid training in Nevada, motorbike safety workshops in the Dominican Republic, and school visits on communicable diseases from Papua New Guinea to Argentina.

One of our most significant outcomes of these efforts was in Africa, where we recorded our lowest malaria incidence rate on record - a 51% reduction compared to 2023. The achievement followed a targeted campaign involving schools and wider communities to raise awareness to prevent malaria, distribute insecticide-treated mosquito nets, as well as anti-malaria spraying using updated entomology studies to ensure the most effective chemicals were used within each community at the most effective times.



Reko Diq project, Pakistan



New Horizons development, Dominican Republic

## Enduring Values in New Settings

As the world moves to electrify and meet global climate goals, demand for metals and minerals including copper and gold is rising fast. Meeting that demand will require more mining, and more responsibility.

In 2024, we progressed several key growth projects, including Goldrush and Fourmile in Nevada, and the Pueblo Viejo expansion in the Dominican Republic: all gold operations. We also completed feasibility studies for our two largest copper development initiatives: the Lumwana Super Pit Expansion in Zambia and the Reko Diq project in Pakistan.

Reko Diq is set to become one of the world's largest copper and gold mines, located in the remote Balochistan region. Even at this early stage we are investing in the foundations of long-term partnership. This includes upgrading the Nok Kundi hospital and improving water infrastructure for surrounding communities. Last year, the local community celebrated the first child born in a hospital in over a generation.

No matter where we grow, our approach remains the same. We build partnerships that last and create social and economic value that benefits all stakeholders.

### Uplifting and Dignified Resettlement

Mining requires large areas of land, and one of the most sensitive challenges we face is the occasional need to resettle households and livelihoods. We treat resettlement as a last resort. But when it is unavoidable, we follow a two-way process based on international best practice including IFC Performance Standard 5 and guided by a clear goal: To ensure people are better off after resettlement than they were before.

When done right, resettlement can be truly life-changing. While the process is never easy and always involves adjustment, the vast majority of resettled households experience improved living conditions, increased access to services, and new economic opportunities, including a focus on livelihood restoration – and improvement.

In 2024, our resettlement activities included the New Horizons development in the Dominican Republic (pictured) and at four sites in Africa. At Lumwana, the Super Pit Expansion will require the resettlement of 281 households and planning is already underway to support those communities through a fair, transparent and respectful process.



I feel happy and content seeing my house. My plans include continuing my studies and enrolling in university, which I wouldn't have been able to do before. The dream of living in a comfortable and modern place is now a reality."

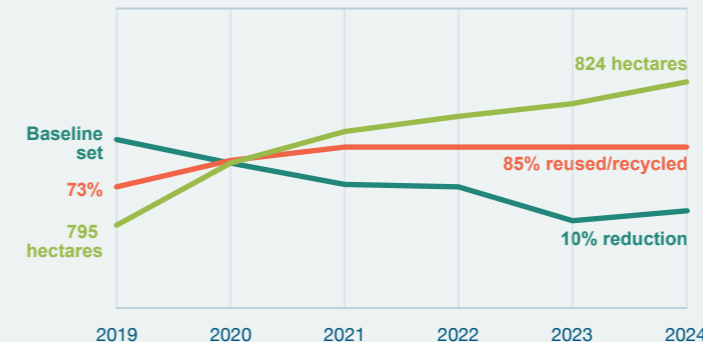
**Stefany**  
Resettlement resident in Dominican Republic



## SECTION 4

# Environmental Stewardship

### Five-Year Perspective: Environmental Indicators



#### GHG Emissions Reduction From 2018 Baseline

10% reduction in direct (scope 1 and 2) emissions (compared to 2018 baseline)

#### Water Reused and Recycled (%)

85% of water reused and recycled in 2024.

Rate in 2019: 73% of water reused and recycled

#### Land Rehabilitation Since 2019 (Hectares)

824 hectares of land rehabilitated in 2024.

Cumulative since 2019: Over 4,500 ha

We create value by extracting ore from the ground and processing that rock into concentrate valuable metals. There is no denying that this process leaves an environmental footprint. But we are committed to minimizing this footprint by investing in solutions that cut emissions, reduce freshwater use, protect and restore nature, and promote responsible land stewardship alongside our host communities.

We believe that environmental stewardship should go hand-in-hand with economic development. This is not just the right thing to do, it's good business. Reducing energy and water use lowers costs today, and avoids long-term financial liabilities after closure.

Our approach is guided by global best-practice, including certification to the ISO 14001:2015 environmental management standard.

### Climate Resilience

Climate change presents both risks and opportunities for our business. At the center of our response is our [Roadmap to Net Zero](#) - an emissions reduction plan grounded in technological reality and commercially sound ambition.

Our investments in solar energy, hydropower, and fuel efficiency have helped us cut our emissions ('Scope 1 and 2 emissions') by 10% since 2018. The recently updated version of the roadmap accounts for future operational growth and reflects the fast-changing landscape of climate technology, pricing, and policy, all the while we continue to track technologies that we can lever to further reduce our footprint.

We recognize there is no one-size-fits-all solution. The feasibility of renewables and cleaner energy varies significantly across our sites due to differences in sun, wind, battery storage, grid access, energy costs, commodity availability and local community needs. Our roadmap continuously evolves to reflect these local realities and the most viable ways to decarbonize.



Since 2019, we have driven the installation of 687 megawatts of renewable and cleaner energy sources, with many projects supplying remote communities as well as our mines. In 2024 our progress included:

- Piloting electric trucks and lightweight equipment;
- Commissioning a 200MW solar plant at NGM, in USA;
- Permitting of a 150 MW solar plant at Reko Diq in Pakistan;
- Expanding our Scope 3 GHG emissions tracking, working with suppliers to improve data quality and reporting accuracy and to influence global climate action throughout the value chain.

More detail on our climate strategy, risk assessments, and mitigation plans can be found in the full Sustainability Report.

Water Stewardship

Water is a lifeline for people, industry, and ecosystems and it’s under pressure – with climate change adding to the number of people living in high water-stress regions.

That’s why responsible water management is a top priority for our business. Across diverse environments from deserts to tropical forest, we work proactively to ensure water security for our operations and the communities around them. Every site has its own tailored water management plan, and we report in detail using the ICMM Water Accounting Framework and in participation with local communities.

At the heart of our approach is a drive to reduce how much water we abstract. In 2024 we reused or recycled 85% of all water used, exceeding our target of 80%. In water-scarce regions this dramatically eases pressure on shared water resources. Every drop of water reused means one drop less water than we need to abstract.

But water stress is not only about scarcity. In high-rainfall areas like Kibali (DRC), Porgera (Papua New Guinea) and Pueblo Viejo (Dominican Republic), we manage excess water by diverting runoff, storing, and treating water before safe discharge back into the environment.

We also take a broader view and use basin-wide water balances to understand and manage the needs of other users and ecosystems. Full reporting of our water management is in our Sustainability Report.

Kibali Powers Ahead on Renewables

The Kibali Gold Mine in the Democratic Republic of Congo (DRC) is not only the largest gold mine in Africa, it is fast becoming a model for renewable energy on the continent.

Over the past decades, Kibali has invested in three hydroelectric stations and is now constructing a 16MW solar plant, scheduled to come online in 2025. These investments will allow the mine to run on 100% renewable energy for half the year, and between 80 – 95% for the remaining months when water levels are lower.

These facilities have been built using local suppliers wherever possible, supporting regional economic growth and helping develop long terms skills in clean energy. We also have a fourth hydroelectric station that exclusively supplies power to the local community.



LATAM AND PACIFIC

Balochistan’s Oasis in the Desert

For communities near the desert region of Balochistan in Pakistan access to clean, drinking water has been a challenge for generations – having direct impacts on health. Our Reko Diq project is changing that.

One of the first milestones of our feasibility work has been to undertake hydrological studies to find suitable water sources for the project – that are not used by people - all the while building water infrastructure that break the cycle of poor health linked to unsafe water. The number of waterborne illnesses in the community halved last year.

This has included the installation of potable water treatment plants, drilling wells and building up to four reverse osmosis (RO) water treatment plants, helping thousands of residents to benefit from improved water access and quality.



NORTH AMERICA

A Partnership Approach in Nevada

Operating in one of the US’s driest regions – averaging just 250mm of rainfall/year - a priority for Nevada Gold Mines (NGM) is to proactively secure sustainable, high-quality drinking water for neighboring communities.

NGM achieves this through a long-standing partnership with local communities which includes a formal Water Services Agreement with the local cities of Wendover and West Wendover, ongoing investment in water infrastructure and upgrades to support power costs and maintain access roads for community wells.

It has helped rural communities around NGM establish a stable and self-sufficient water supply despite the arid landscape.



AFRICA & MIDDLE EAST

Liquid Gold in Tanzania

Our North Mara Gold Mine and the Rural Water Supply and Sanitation Agency in Tanzania are working together to expand access to safe drinking water for the 11 villages around our mine.

This has include developing a new water storage tank for the area, forming a Community Based Water Supply Organization to train and manage day-to-day operations that keep clean water accessible and ongoing collaboration with local authorities and communities to ensure sustainable water management.

By working closely with local communities and government agencies, these investments not only address immediate water needs but also support long-term resilience and economic stability in the region.





Conserving Nature

Every Barrick mine operates in a unique ecosystem and each site has its own plan to protect the plants, animals and habitats that sustain it.

This can mean many different things in practice. At Pueblo Viejo, we created a safe zone for a little-known gecko species. In the US we’re improving habitats for sage grouse that has been impacted by wildfires and expanding human activities, and in the DRC, we are supporting the reintroduction of rhino in the Garamba National Park after years of conflict and poaching.

To protect biodiversity, we rehabilitate as we mine, identify and protect *Key Biodiversity*

*Features* and, where possible, seek to make a positive contribution to conservation. In 2024, we rehabilitated 824 hectares of land and continued our program to plant 10,000 trees every year at Kibali.

Across all our regions we aim to work with NGOs, conservation groups, communities and local governments to protect nature. This approach is exemplified at Garamba, Africa’s oldest National Park, once heavily depleted by poaching and conflict. Through our partnership with African Parks, the park has seen the reintroduction of White Rhinos, while populations of Kordofan Giraffe, elephants and lion are now recovering. Garamba is also one of the largest employers in the region, proving that nature conservation and economic development can go hand in hand.

Rewilding Alongside Local Farmers in the Great Basin

Our Nevada operations include stewardship of 2.5 million acres of ranch land across the Great Basin Desert. For over 100 years this land has housed small-scale farmers alongside native species such as sage grouse and mule deer. But it is a habitat facing a range of existential challenges from invasive species to wildfires and an increasingly arid climate.

To protect this landscape now and in the future, our mine has a 30-strong team that removes invasive species, replants drought-tolerant native grasses and takes care of the local, family-run farming that will support the region long after our mines close.

Our Nevada operations fund this conservation to balance out the nature we disturb at our mines’ main pits. We rehabilitate more land than we impact, building up a sizeable bank of ‘conservation credits’ – some of which contribute to an official Conservation Credit System in the State of Nevada.



It’s a real privilege and a pleasure to support the nature essential to this landscape across the time horizon of our mine operations, and which will remain critical to people and wildlife long beyond that horizon.”

**Chris Jasmine**  
Manager, Biodiversity and Rangelands, NGM





## SECTION 5

# Governance

How we hardwire sustainability into our business

Governance might not be the most exciting part of sustainability, but it is the foundation. It is where we define clear responsibilities, track performance, and ensure accountability at every level of the business.

Because our business is where the mine is, every site has dedicated experts in safety, health, environment, and community relations. These on-the-ground teams are supported by regional and group-level sustainability leads, who report to the Group Sustainability Executive and ultimately the Board of Directors. Environmental and social oversight is a

standing item at Board meetings, where it is met with detailed and passionate discussion. The Board is supported by a dedicated management-level committee, and sustainability performance is embedded in executive remuneration, including for the CEO.

“

Barrick’s culture to act with integrity and transparency is embedded across our business and our supply chain via extensive policies, intensive training, and a Board with active oversight of sustainability issues from safety to social development, water to waste management.”

J Brett Harvey  
Board Member

## Clear and Accessible Policies

We have a comprehensive set of sustainability-related policies, [all available online](#). These define our commitments and expectations across the business, from biodiversity and water to tax, tailings and social performance.

At the core is our [Sustainable Development Policy](#), which guides us to support social and economic development while managing our environmental footprint.

We also have a Code of Business Conduct and Ethics, that applies to everyone, everywhere, and sets out zero tolerance for corruption, fraud or bribery. All employees receive training on the code and are expected to uphold it every day. We are very clear: Our business is built on trust and partnership, so operating with honesty, integrity and transparency is not only the right thing to do, it is critical to our long-term success.

## Upholding Human Rights

We have zero tolerance for human rights violations by employees, affiliates or third parties associated with our operations. This is spelled-out in our [Human Rights Policy](#), and backed by a robust implementation program. This includes internal and independent assessments, grievance mechanisms, hotline reporting, and regular evaluation of salient human rights risks.

A full guide to our sustainability governance, including implementation of our Human Rights Program is detailed in our full [Sustainability Report](#).



Encouraging Women into Mining

Mining has long been a male-dominated industry. Globally, women make up just 15% of the mining workforce, with far fewer represented in senior leadership.

At Barrick, we are working to change that. We have set a clear target to increase the number of women in senior management and aim for 30% female representation on our Board. In 2024, we surpassed this target, with 40% of our Board made up of women, and 19% of our women employees hold senior management roles.

Across our operations, especially in remote areas, we also support women through inclusive economic development. This includes promoting girls' access to education, skill-building programs that help women enter the industry, and support for women-led businesses through local procurement initiatives.

Sector Leadership

Finally, we know that no company can tackle complex global challenges like climate change or poverty eradication alone. As the African proverb goes, *"If you want to go fast, go alone; if you want to go far, go together."*

That is why we collaborate wherever practical to drive sector-wide solutions.

In 2024, for example, our Group Sustainability Manager joined an industry advisory group to develop the **Consolidated Mining Standards**, an initiative to align the many responsible mining standards used across commodities. Barrick is also a member of the World Gold Council (WGC), the International Council on Mining and Metals (ICMM), and the Mining Association of Canada (MAC), where we contribute to shared standards and advocate for sustainable development across the global mining industry.

Cautionary Statement

Certain information contained or incorporated by reference in this Sustainability Report Summary, including any information as to our sustainability strategy and vision, targets, projects, plans, or future financial or operating performance, constitutes "forward-looking statements". In particular, this Sustainability Report Summary 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, diversity, equity and inclusion, community relations, resettlement and disease prevention), human rights and biodiversity programs, policies and performance; (iii) Barrick's climate change strategy and associated greenhouse gas emissions reductions targets, including with respect to our Scope 3 emissions and our ability to meet our greenhouse gas emissions reduction targets; (iv) the estimated timing and ability of Barrick to achieve environmental, social, health and safety, and energy reduction targets, including our greenhouse gas emission reduction targets; (v) the anticipated benefits of Barrick's renewable energy investments, including solar projects at Reko Diq, Nevada Gold Mines and Kibali; and (vi) our joint ventures, partnerships and industry association memberships.

These statements are based on the reasonable assumptions, estimates, analysis, and opinions of management made in light of management's experience and perception of trends, current conditions, and expected developments, as well as other factors that management considers to be relevant and reasonable at the date that such statements are made. Forward-looking information involves known and unknown risks, uncertainties, assumptions, and other factors that may cause the actual results, performance, or achievements of the Company, as applicable, to be materially different from those anticipated, estimated, or intended. 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 Sustainability Report Summary.

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.

“If you want to go fast, go alone; if you want to go far, go together.”

African proverb





Pictured: The Buzwagi mine was closed in 2022 but repurposed and then in 2024 was opened as the Barrick Academy. We close our mines using the same fundamental principle as how we operate them: To leave a safe and thriving legacy for today and the next generation.

# Get in touch

We'd love to hear your feedback on this report and on our wider sustainability activities.

To get in contact please email  
[sustainability@barrick.com](mailto:sustainability@barrick.com)