

BARRICK

Sustainability Report 2022

Sustainable Delivery



Introduction

Contents

2022 Highlights

Mark Bristow Foreword

Our Sustainability Vision

In Our Sustainable
Development Report

Securing the Future

Where We Operate

Materiality Assessment

Our Sustainability
Scorecard

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Governance

CONTENTS



Introduction

2022 Highlights	2
Time for the Mining Industry to Lead the Way to Sustainable Development Goals	3
Our Sustainability Vision	5
In Our Sustainable Development Report	6
Securing the Future	8
Where We Operate	10
Materiality Assessment	11
Our Sustainability Scorecard	14



Community and People

Why Socio-Economic Development is Important to Our Business	16
Our Vision for Community Relations and Development	18
Our Community Development Committees (CDCs)	20
Contributions to Governments	27
Local Hiring and Buying	30
Community Relations	32
Resettlement	37
Artisinal and small-scale mining (ASM)	38



Workplace Safety and Health

Why Safety and Health Matters for Our Business	41
Our Safety Vision	42
Occupational Health & Safety	48



Respecting Human Rights

Why Human Rights Matter for Our Business	50
Our Salient Human Rights Issues	52
Addressing Human Rights Concerns	54
Our Indigenous Partners	56
Diversity, Equity and Inclusion	61



Natural Capital

Why Environmental Management Matters for Our Business	66
Climate Risk and Resilience	67
Our Scope 3 Journey	74
Water Stewardship	76
Responding to the Biodiversity Crisis	86
Waste Management	91
Closure	98



Governance

Global Oversight, Local Delivery	101
Business Integrity and Ethics	103
Managing Risk	106
Responsible Mining	108
Cautionary Statement	115



Introduction

Contents

► 2022 Highlights

Mark Bristow Foreword

Our Sustainability Vision

In Our Sustainable
Development Report

Securing the Future

Where We Operate

Materiality Assessment

Our Sustainability
Scorecard

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Governance

2022 HIGHLIGHTS

\$6bn

spent with host
country suppliers
(Total procurement
spend \$7.6bn)

\$36m

invested in community
development projects

1.30

TRIFR¹, an 11%
reduction year on year

83%

water reused
or recycled

96% of workforce

are host country nationals

6.7Mt CO₂-e²

a 6% year on year
reduction and an 11%
reduction against our
2018 baseline

9

detailed Independent
Tailings Reviews
conducted

¹ Total Recordable Injury Frequency Rate.

² Scope 1 and 2 emissions.



Introduction

- Contents
- 2022 Highlights
- ▶ Mark Bristow Foreword
- Our Sustainability Vision
- In Our Sustainable Development Report
- Securing the Future
- Where We Operate
- Materiality Assessment
- Our Sustainability Scorecard

Community and People

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

MARK BRISTOW: TIME FOR THE MINING INDUSTRY TO LEAD THE WAY TO SUSTAINABLE DEVELOPMENT GOALS

Last year geopolitical and socio-economic challenges combined and intensified to create what commentators are calling a global polycrisis. In such a uniquely challenging environment, I believe it is essential for the mining sector to lead the way towards the achievement of what are generally accepted to be critically important UN Sustainable Development Goals.

For Barrick that leadership is nothing new. Our vision has always been to create long-term value for all our stakeholders, to drive social and economic development in our host communities and countries, and to manage the impact of our business on the natural environment responsibly. These beliefs are the foundation of our business.

During 2022, we generated more than \$10.6 billion in economic value for our host countries: Created 21,000 jobs, spent over \$6 billion with local and host country suppliers and business partners and invested more than \$36 million in community development projects from education facilities in Nevada, to business incubators in Dominican Republic and gender-based violence awareness in Tanzania.

One notable example of how we support our communities is the spice farm we developed near our Veladero mine in Argentina. This year, the mine helped the farmers automate their production, tripling the volume of cumin, chilli and other spices they are able to produce, increasing income tenfold and creating new economic opportunities for local people.



Introduction

- Contents
- 2022 Highlights
- ▶ Mark Bristow Foreword
- Our Sustainability Vision
- In Our Sustainable Development Report
- Securing the Future
- Where We Operate
- Materiality Assessment
- Our Sustainability Scorecard

Community and People

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

We know that, done right, the mining sector is a powerful catalyst in the struggle for social and economic development, quickly and directly supporting entrepreneurs and communities and bringing stakeholders together for collective action.

A unified approach

It is clear that the challenges of alleviating poverty, managing changes to the climate and preserving biodiversity are inextricably connected. We must tackle all of them holistically and concurrently to make meaningful progress in any.

We continued to perform well against some of our key indicators in these areas in 2022, achieving an 83% water recycling and reuse rate, and reducing our greenhouse gas emissions by 11% compared to our 2018 baseline. And we are tying environmental stewardship to economic development. In the Democratic Republic of Congo, for example, our support for the Garamba National Park will see white rhinos reintroduced to the park this year. This initiative goes beyond the protection of an endangered species: The reintroduction also plays a critical role in habitat maintenance for other species and lays a foundation for ecotourism in the area.

Priority for 2023

Effective sustainability demands constant and close attention and nowhere is this more evident than in safety and health.

Unfortunately, we recorded an unacceptable number of fatalities last year and we are working hard to review our safety procedures and controls in response. In-depth investigations and detailed corrective action plans have been implemented for each incident and we are investing in additional training and more visible safety leadership at all levels to reset our ‘journey to zero’ across the group.

If gold is the most precious metal, copper is rapidly becoming the most strategic, with demand driven by global electrification. Barrick is richly endowed with both. During the past year, we made significant progress in our endeavour to build the world’s most valued gold and copper mining company and our commitment to sustainability is instrumental in our continued drive to operate mines that are welcomed and respected as development partners throughout the world.

This report has been designed to give you an insight that is both broad and deep into what Barrick achieved on the sustainability front and what we still plan to do.



Mark Bristow
President and CEO

Right: Copper cathode at Phoenix Mine, NGM, USA.



Introduction

- Contents
- 2022 Highlights
- Mark Bristow Foreword
- Our Sustainability Vision
- In Our Sustainable Development Report
- Securing the Future
- Where We Operate
- Materiality Assessment
- Our Sustainability Scorecard

Community and People

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

OUR SUSTAINABILITY VISION

Barrick’s 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 impact on the natural environment, both today and with future generations in mind.

This vision is underpinned by the knowledge that sustainability aspects are interconnected, relying on and feeding to each other. Using this knowledge, we have developed a holistic and integrated approach to sustainability management. The approach is based on science, links to the objectives of the United Nation Sustainable Development Goals (SDGs) and seeks to deliver outcomes which are achievable, demonstrable, and align with global sustainability priorities.



Introduction

- Contents
- 2022 Highlights
- Mark Bristow Foreword
- Our Sustainability Vision
- In Our Sustainable Development Report
- Securing the Future
- Where We Operate
- Materiality Assessment
- Our Sustainability Scorecard

Community and People

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

IN OUR SUSTAINABLE DEVELOPMENT REPORT

Barrick’s 2022 Sustainable Development Report represents our 14th year of annual reporting on the sustainability and development aspects most material to our business.

This report details:

- Our long-term sustainability goals and our progress against our focus areas.
- Our performance against our material sustainability aspects and our contribution to society.

A refreshed structure

This year we have updated the structure of our report to reflect both the evolution of sustainability disclosures and better utilize digital media. Previously, a key focus both for us and for stakeholders was the governance of sustainability aspects, and so the governance section made up the start of the report. However, our governance approach is well established and entrenched throughout the business, and for us the focus is on delivery. In keeping with this focus, we have shifted the governance section to the close of the report and on the sustainability section on our website.

Reporting frameworks

Environmental, Social and Governance (ESG) and the SDGs

Barrick’s integration of sustainability into our business processes and decision making is nothing new. It is something that has long been entrenched in our thinking. We know, have seen and can demonstrate how embedding a sustainability strategy, that incorporates our approach to aspects such as climate and biodiversity loss risk, community relations and development, health and safety or diversity and inclusions, make a difference to our business. We approach our management of sustainability with the same diligence we apply to understanding our orebodies, or our accounts.

Over the last five years, ESG performance has been a critical part of investor and broader societal thinking and language. With increased interest and understanding of ESG and sustainability aspects, there has been a proliferation of sustainability disclosure standards that companies are expected or required to comply with. At Barrick, we no longer measure ourselves just by these metrics.



Introduction

- Contents
- 2022 Highlights
- Mark Bristow Foreword
- Our Sustainability Vision
- In Our Sustainable Development Report
- Securing the Future
- Where We Operate
- Materiality Assessment
- Our Sustainability Scorecard

Community and People

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

We believe a more important measure of our success as a company and our progress against our sustainability goals is to align with the SDGs, and these now form a central part of our reporting. By using the SDGs as the skeleton for our reporting, we are better able to apply an integrated and holistic approach to sustainability management, and to avoid a siloed thinking and mere box ticking approach that can be a consequence of taking an ESG compliance driven approach. We of course still align with and report in line with key reporting frameworks, but our primary lens for understanding and reporting our sustainability progress is now the SDGs.

Other frameworks

Our report conforms with the member requirements of the World Gold Council (WGC) and International Council on Mining and Metals (ICMM), including the implementation of the WGC Responsible Gold Mining Principles (RGMPs) and the ICMM Mining Principles Performance Expectations. Disclosure related to our self-assessments can be accessed as an appendix to this report and in our [Sustainability Report and Disclosure Portal](#). The report has been prepared with reference to the requirements of the GRI Standards and Universal Standards, and is aligned with the Sustainability Accounting Standards Board (SASB) standards. As noted above, standards and ESG disclosures are constantly evolving.

We continually monitor and review updates and progress, and actively provide feedback on proposed changes as part of our industry memberships and independently.

Management approach

Details with regards to our management approach for each material topic is available on our website at [Barrick Gold Corporation - Sustainability - Reports & Policies](#).

Scope and boundary

All information is current as at December 31, 2022, unless otherwise indicated. The report includes information on all wholly owned operations, joint ventures where we are the operator, as well as joint ventures that are independently operated, except for Zaldivar (which is operated by Antofagasta plc). Data provided for joint ventures covers 100% of performance, not just our ownership share. Where material, we also report data on ancillary properties, such as offices, closure sites and project or exploration sites. Currency is expressed in US dollars, unless otherwise indicated. Further information is available in the online Content Index to this report, which additionally reports against the requirements for the annual UN Global Compact Communication on Progress.

Assurance

Data used in this report has been assured by an independent external assurer, Apex Companies LLC. The 2022 assurance statements are available on our website at [Barrick Gold Corporation - Sustainability - Reports & Policies](#). The basis for preparation of our Sustainability Report and disclosure of our sustainability related information may differ from materiality standards used by Barrick for other purposes, such as our securities regulatory filings and financial reporting.



Introduction

Contents

2022 Highlights

Mark Bristow Foreword

Our Sustainability Vision

In Our Sustainable
Development Report

► Securing the Future

Where We Operate

Materiality Assessment

Our Sustainability
Scorecard

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Governance

SECURING THE FUTURE

Metals and minerals are essential to modern life. From farmlands to pharmaceuticals, they provide valuable inputs to almost every facet of our lives. As we transition to a low and post-carbon world and seek to achieve the post-2030 development agenda, metals and mining are set to increase in importance as key drivers for socio-economic upliftment, clean technology and a more sustainable future.

Gold plays a critical and increasingly important role in society. Yet ask most people about uses for gold and odds are the reply will be jewellery, gold bars, or coins. The unique properties of gold make it an important industrial metal, and almost 10% of all gold produced is now used in technology, including medical and renewable technologies. Alongside gold, we also have a growing portfolio of copper mines and projects. As a result of the increasing focus on climate change and the green transition, the importance of copper to society is now better understood.

Beyond the uses and value these commodities provide society, we also know and have seen that mining done well and responsibly is the fly wheel for social and economic development, and has a crucial role to play in the achievement of the SDGs. We work hard every day to position our mines to help deliver on that potential.

Right: Veladero Mine is located in the remote High Andes in Argentina.



Introduction

- Contents
- 2022 Highlights
- Mark Bristow Foreword
- Our Sustainability Vision
- In Our Sustainable Development Report
- Securing the Future
- Where We Operate
- Materiality Assessment
- Our Sustainability Scorecard

Community and People

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

POWERING THE FUTURE – THE ROLE OF COPPER AND GOLD

Renewable energy



Copper is a critical input in renewable energy sources such as solar panels and wind turbines. Gold is also used in solar and fuel cells to help improve efficiency.

Space



NASA's James Webb telescope mirror segments are coated in a micro-thin layer of gold to help reflect infrared light. Layers of gold are also used in spacesuits and equipment to protect astronauts from radiation and heat.

Technology



Copper and gold are efficient electrical conductors and each smartphone's circuit board contains approximately 25 milligrams of gold. Gold is also used in semi-conductor chips, while copper's increased use in high efficiency motors for lifts and air conditioning helps drive GHG emissions savings over the life of the motor.

Bars and coins



Gold is critical to the global economy as an investment to hedge against inflation and protect wealth.

Medicine



Gold nanoparticles are used in a number of medical diagnostic tests including Covid-19 antigen tests.

Introduction

- Contents
- 2022 Highlights
- Mark Bristow Foreword
- Our Sustainability Vision
- In Our Sustainable Development Report
- Securing the Future
- Where We Operate
- Materiality Assessment
- Our Sustainability Scorecard

Community and People

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

WHERE WE OPERATE

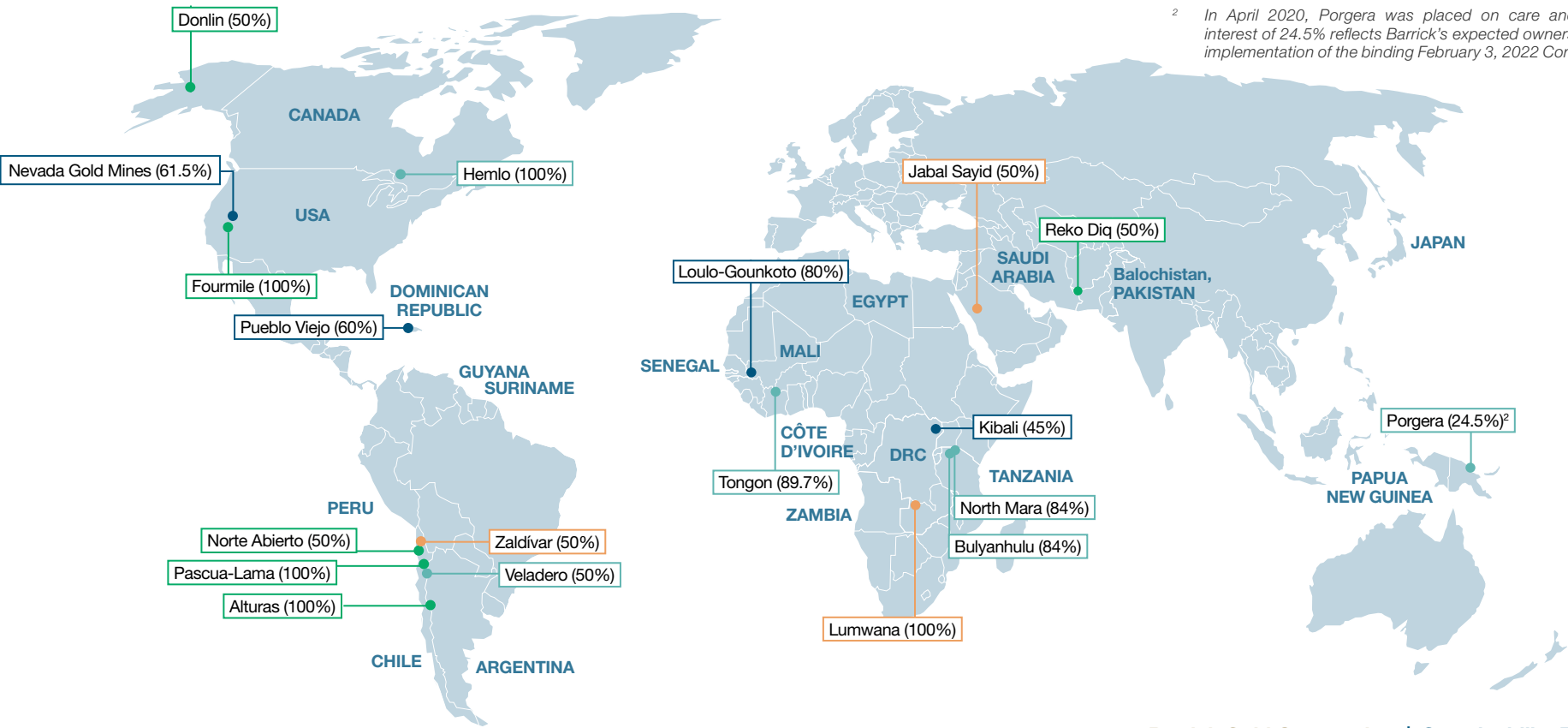
To understand our approach to sustainability management, it is first critical to understand where we operate.

Each site's operating context is unique and comes with its own set of challenges and opportunities to manage. Informed by each site's operating context and guided by our overarching sustainability vision, we tailor and implement our on-the-ground approach to deliver value for all stakeholders.

- Tier One¹ gold mines
- Other gold mines
- Copper mines
- Pipeline projects

¹ A Tier One Gold Mine is an asset with a reserve potential to deliver a minimum 10-year life, annual production of at least 500,000 ounces of gold and total cash costs per ounce over the mine life that are in the lower half of the industry cost curve.

² In April 2020, Porgera was placed on care and maintenance. Porgera interest of 24.5% reflects Barrick's expected ownership interest following the implementation of the binding February 3, 2022 Commencement Agreement.



Introduction

Contents

2022 Highlights

Mark Bristow Foreword

Our Sustainability Vision

In Our Sustainable
Development Report

Securing the Future

Where We Operate

► Materiality Assessment

Our Sustainability
Scorecard

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Governance

MATERIALITY ASSESSMENT

As part of our annual sustainability reporting process, we conducted our annual materiality assessment.

The process we used followed a similar format to that undertaken in 2021, where we asked a range of internal and external stakeholders to consider a list of 48 sustainability aspects, and then rank on a scale of one to five (where five is most significant) those aspects that they believe to be most important for Barrick.

In line with our mantra of continual improvement, and to align with the GRI's new requirement for double materiality, the survey asked stakeholders to consider materiality both in terms of financial materiality – that is the aspects potential impact on Barrick – as well as impact materiality that is Barrick's impact on the aspect or society. Participants were also asked to explain reasoning for any aspect they scored five.

The results of the survey were consolidated by internal and external stakeholder groupings and assigned a percentage score based on score divided by potential score. To identify our most material issues we then considered the priority lists for both internal and external group, and set thresholds to determine overall importance. The thresholds we set for prioritization were:

- **Highest priority:** were identified as the top four issues for internal and external stakeholder groups, and any aspect that appeared in the top 12 or 25% of aspects identified by both internal and external stakeholders.
- **High priority:** were identified as any issues that appear in the top 16 (30%) of aspects for both internal and external stakeholders.

Right: Deusdedith Massimba engages with the village chairpersons at North Mara Mine, Tanzania.



Introduction

- Contents
- 2022 Highlights
- Mark Bristow Foreword
- Our Sustainability Vision
- In Our Sustainable Development Report
- Securing the Future
- Where We Operate
- Materiality Assessment
- Our Sustainability Scorecard

Community and People

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

This process identified a total of 12 highest priority and high priority sustainability aspects as most material for Barrick in 2022. In line with our focus on community and social upliftment, five of six aspects identified as highest priority for Barrick are social aspects, with the final highest priority aspect being environmental compliance. Environmental considerations were more prominent in the high priority grouping, accounting for four of six aspects. Nine of the priority aspects identified as part of the 2022 / 2023 process were also priority aspects in last year's assessment. Three new aspects were also identified as priority, namely air quality and emissions, wages and responsible remuneration and emergency response planning. The results from the survey are listed as follows:

- **Highest priority:** Community engagement, community development and socio-economic contribution, local employment, purchasing from local and national suppliers, occupational safety and health, and environmental compliance.
- **High priority:** Water management, air quality and emissions, wages and responsible remuneration, management of hazardous materials, protecting biodiversity, and robust emergency response plans and systems.

The results of the survey and consolidated comments were shared with, and discussed by, Barrick's Executive team, as part of the materiality assessment validation process. The financial and impact materiality of the sustainability aspects are provided in the table on the following page.

TOP 12 MATERIALITY TOPICS



Introduction

Contents

2022 Highlights

Mark Bristow Foreword

Our Sustainability Vision

In Our Sustainable
Development Report

Securing the Future

Where We Operate

► Materiality Assessment

Our Sustainability
Scorecard

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Governance

Aspect	Financial materiality	Impact materiality
Community engagement	Social resistance or complaints can result in stoppages and lost revenue.	Robust and responsible community engagement can help improve relations, and secure our social license to operate. It also helps contribute to the achievement of SDG16: Peace, Justice and Strong Institutions, and SDG 17: Partnerships for the goals.
Community development and socio-economic contribution	Creating tangible benefits for our communities as a direct result of our operations bolsters our social license to operate and enhances our reputation. Positive relationships with communities can reduce security requirements, limit complaints, and help to speed up expansion plans.	Creating tangible benefits for our communities as a direct result of our operations helps us to align with international priorities such as SDG 8: Decent Work and Economic Growth. It also bolsters our social license to operate.
Local employment	Focusing on local and in-country employment limits the need for often costly expats, and helps to provide a cost effective workforce. It also a part of localization requirements in many countries we operate in, and helps to enhance our reputation in country.	Employing people from local and host communities helps provides skills, training and opportunities for a wide range of people. For Barrick it helps deliver our social license to operate, and thereby align with international priorities such as SDG 8: Decent Work and Economic Growth.
Local procurement	Focusing on local and in-country procurement often reduces wait times, transport and import costs. It also helps to limit our supply chain risk. Barrick's focus on local suppliers enabled it to continue working when peers were waiting for imported goods to arrive.	Sourcing goods and services from local communities and host countries helps to deliver thriving and resilient communities and economies, and again contributes to our social license to operate.
Occupational safety and health	This could result in loss of our social license to operate or recruitment issues if we are perceived to be high risk, and lead to reduced operations or stoppages, as well as increased insurance premiums.	Poor occupational health and safety management could lead to severe injury or even loss of life for our workforce.
Environmental compliance	Failure to comply with environmental laws, regulations and permits, could result in loss of permits and right to operate, as well as significant fines.	Failure to implement robust environmental management systems and procedures could lead to serious environmental damage.
Water management	Poor water management could result in exceedance of permitted limits and fines. Failure to secure and provide sufficient water for effective operation could result in reduced operations or even stoppages.	Poor water management could result in shortages or contamination of the local watershed, impacting access to water for local communities or degrading the environment.
Air quality and emissions	Exceeding air quality parameters could result in fines, while high GHG emissions could make our business vulnerable to future legislation or taxes regarding carbon emissions. For example, if a low carbon tax is applied (such as that of South Africa's c.\$7.50 / tonne), Barrick would need to pay more than \$50 million each year in carbon taxes ¹ .	Poor emissions and energy management could lead to additional energy use and emissions, contributing to and accelerating climate change.
Wages and responsible remuneration	Reducing staff turnover reduces financial risks resulting from workforce disruptions.	Fair wages and recognition of work well done increases employee retention and contributes to the achievement of SDG 8 Decent Work and Economic Growth.
Hazardous materials management	Improper or unsafe handling of materials could cause harm to the environment and people, incurring fines, reputational damage, increasing insurance premiums and impacting our social license to operate.	Improper or unsafe handling of materials could cause harm to the environment and people.
Protecting biodiversity	Poor biodiversity management could lead to environmental fines and loss of revenue through costly remediation projects. While positive biodiversity management could enhance reputation, and attract biodiversity or environmentally focused sources of capital.	Poor biodiversity management can create negative impacts beyond the boundaries of the operation, and potentially negatively impact critical habitats and species, hampering the achievement of SDG 14 Life Below Water and SDG 15 Life on Land.
Robust emergency response plans and systems	Robust emergency response plans help to protect people and the environment. Failure to implement robust systems could result in fines, reputational damage and increased insurance premiums.	Robust emergency response plans help to protect people and the environment, limiting the chance of injuries, loss of property or life.

¹ Based on its 2021 Scope 1 and 2 GHG emissions.



Introduction

Contents

2022 Highlights

Mark Bristow Foreword

Our Sustainability Vision

In Our Sustainable Development Report

Securing the Future

Where We Operate

Materiality Assessment

Our Sustainability Scorecard

Community and People

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

OUR SUSTAINABILITY SCORECARD

We believe in transparently measuring and reporting our performance to our stakeholders. To facilitate disclosure of our performance, we worked with independent sustainability experts to develop a sustainability scorecard against which we rate and benchmark our performance, compared to both our peers and our past performance.

The scorecard’s KPIs align with the pillars of our sustainability strategy, and performance against our scorecard accounts for 25% of the long-term incentive awards for senior leaders as part of the Barrick partnership plan.

SUSTAINABILITY SCORECARD GRADING KEY

Score	Grade
22 – 39	A
40 – 57	B
58 – 75	C
76 – 93	D
94 – 110	E

EXPECTED NEW METRICS FOR 2023

	Indicator	Reason for indicator
Safety	Progress against our Journey to Zero roadmap	Commitment to zero fatalities and zero harm
Social and economic development	Increase national procurement year-on-year	Investing in local and national services providers
Human rights and diversity	Percentage of recommendations completed from independent human rights assessments	Ensuring constant improvement at a site level regarding human rights
	Increase female representation across employees	Commitment to improve diversity across the group

See next page for 2022 Scorecard.

¹ For 2021, actual score assessed at the third quintile reflecting Barrick’s year-on-year improvement; however, this was automatically downgraded to the bottom quintile in consideration of the fatalities recorded for the year.

² Internal metrics.

³ Metrics that were changed in 2022 to promote constant improvement.

⁴ N/A due to changes in the metrics that are not comparable year-on-year.

⁵ In comparison to the 56 extractive companies assessed against the Corporate Human Rights Benchmark’s methodology, Barrick is ranked in the top 25% in the extractives industry.

⁶ The ICMM and the WGC introduced new frameworks in 2019 – the Mining Principles and the Responsible Gold Mining Principles (RGMP), respectively. Barrick’s approach to conformance with these two frameworks has been to use the equivalency tables to evaluate whichever requirement is more stringent for each aspect to dovetail the two frameworks into a single framework, which we refer to as RGMP+.

⁷ For 2022, the grading key was updated to reflect a total of 26 measures assessed by the Sustainability Scorecard resulting in a maximum of 130 quintiles, compared to a total of 22 measures in 2021 resulting in a maximum of 110 quintiles. The total scores and corresponding grades are therefore not directly comparable year-over-year.

Introduction

Contents

2022 Highlights

Mark Bristow Foreword

Our Sustainability Vision

In Our Sustainable
Development Report

Securing the Future

Where We Operate

Materiality Assessment

► Our Sustainability
Scorecard

Community
and People
























Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Governance

OUR SUSTAINABILITY SCORECARD

Aspect	Key Performance Indicator	2021 Quintile	2022 Quintile	Trend
Safety	Total Recordable Injury Frequency Rate (TRIFR) ¹	5	2	
	Zero Fatalities (New) ^{3,4}	N/A	5	N/A
	Percentage of sites that maintained certification to ISO 45001 (2022) (Updated) ³	1	1	
	Percentage of safety leadership interactions completed (New) ^{3,4}	N/A	2	N/A
Social and economic development	Percentage of annual Community Development Committees commitments met ²	2	3	
	Percentage of workforce who are host nationals	1	1	
	Percentage of senior management who are host nationals	2	2	
	Percentage of economic value that stays in country	2	2	
	Proportion of grievances resolved within 30 days ²	4	4	
Human rights	Percentage of security personnel receiving training on human rights	1	1	
	Corporate human rights benchmark score ⁵	4	4	
	Independent human rights impact assessments with zero significant findings at high-risk sites ^{2,4}	1	1	
	Upgrade controversy listed by one of the ESG Rating Agencies (New) ^{3,4}	N/A	1	N/A
Environment (including Climate Change)	Number of significant environmental incidents	1	1	
	Tonne CO ₂ e per tonne of ore processed	3	3	
	Progress against absolute emissions target ²	1	1	
	Water use efficiency (recycled & reused)	1	1	
	Percentage of completion against Biodiversity Action Plan Commitments (2022) (New) ^{2,3}	1	1	
	Independent tailings reviews conducted ²	1	1	
	Percentage of ISO 14001 certified sites maintained ⁴	1	1	
	Global Industry Standard on Tailings Management progress ²	2	2	
	Proportion of operational sites achieving annual concurrent reclamation targets ²	2	3	
Governance	Progress against RGMP+ implementation ^{2,6}	2	1	
	Percentage of employees receiving Code of Conduct training ²	1	1	
	Percentage of supply partners trained on Code of Conduct at time of on-boarding ²	1	1	
	30% female Board composition (New) ^{3,4}	N/A	1	N/A
Overall Score⁷		40 (B)	47 (B)	

See previous page for notes.

1 Community and People

WHY SOCIO-ECONOMIC DEVELOPMENT IS IMPORTANT TO OUR BUSINESS

Maintaining a social license to operate has been identified as the number one risk for the mining industry for the last two years.

Poor community relations and community programs that only deliver ‘value to compliance’ rather than in a meaningful and sustainable manner erodes social license, can cause conflict with stakeholders including blockades and demonstrations, and ultimately could impact production and costs. Stakeholder engagement and community development are key principles in the World Gold Council’s (WGC) Responsible Gold Mining Principles (RGMPs) and the International Council on Mining and Metals’ (ICMM) mining principles, and companies are expected to work to mitigate negative impacts and amplify positive benefits through local hiring and buying, and community investment.

Developing and maintaining robust and transparent relationships with communities and countries of operation and contributing to their development is crucial to our social license to operate and helps to safeguard our business. We call this the primacy of partnership, and it is a core value for Barrick. We have demonstrated how responsible mining coupled with real partnerships grounded in mutual trust and shared responsibility can support sustained socio-economic development in the communities and countries in which we operate. Operating in the often rural locations that we do, we are front line to several vulnerable and forgotten communities and we believe that uplifting these communities is foundational to achieving the Sustainable Development Goals (SDGs).



Introduction

Community
and People

► Why Socio-Economic
Development is
Important to Our
Business

Our Vision for
Community Relations
and Development

Our Community
Development
Committees (CDCs)

Contributions to
Government

Local Hiring
and Buying

Community
Relations

Resettlement

Artisinal and
small-scale mining

Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Governance

If it is good for the people, they will support you. We genuinely try to have a positive impact on the communities in which we operate. They are our hosts, our neighbours, and our partners. If we improve their lives, they will be advocates for our business.

*Thomas Wilson, Regional Sustainability
Manager, Africa and Middle East*

Mining is the driver for global development. At Barrick, that belief drives our approach to sustainability, and community development. We strive to be a good corporate citizen and a genuine partner for our host communities in locally-led development, and to build resilience to global challenges.

Mark Bristow, President and CEO

*Right: Marwa Mwita Wambura, during a mwendokasi
(chili pepper) harvest at Matongo Agribusiness,
North Mara Mine, Tanzania.*



OUR VISION FOR COMMUNITY RELATIONS AND DEVELOPMENT

We know that listening and making a positive contribution to the communities in which we operate is critical to the development and maintenance of the social license needed to build, operate and close our mines.

Our vision and long-term ambition is to use the development of a national resource and asset to catalyze the socio-economic upliftment of local people, and develop diverse prosperous local economies that thrive long after the mine gates shut.

Our approach

Our approach to the development and maintenance of our social license to operate is guided by three central tenets.

The foundation of our approach to community relations and social and economic development is set out in our Sustainable Development Policy and our Social Performance Policy. These policies and further details regarding our approach to Community Development and Relations are available on [our website](#).

In every country and community in which we operate we take time and invest in real partnerships grounded in openness, trust, mutual respect and responsibility. This approach is epitomised at a community level by the Community Development Committees we develop at each operation.



Wherever possible we employ local people, and buy from local suppliers. This helps inject often much needed cash into local economies. It also helps to build community capacity, resilience and deliver new opportunities.

From village chiefs to chief executives, we take the time to engage with and listen to all our stakeholders. At each site and throughout the entire business we develop tailored stakeholder engagement plans. These plans guide and document who, how and how often we engage with our different stakeholder groups.

Introduction

Community and People

Why Socio-Economic Development is Important to Our Business

Our Vision for Community Relations and Development

Our Community Development Committees (CDCs)

Contributions to Government

Local Hiring and Buying

Community Relations

Resettlement

Artisinal and small-scale mining

Workplace Safety and Health

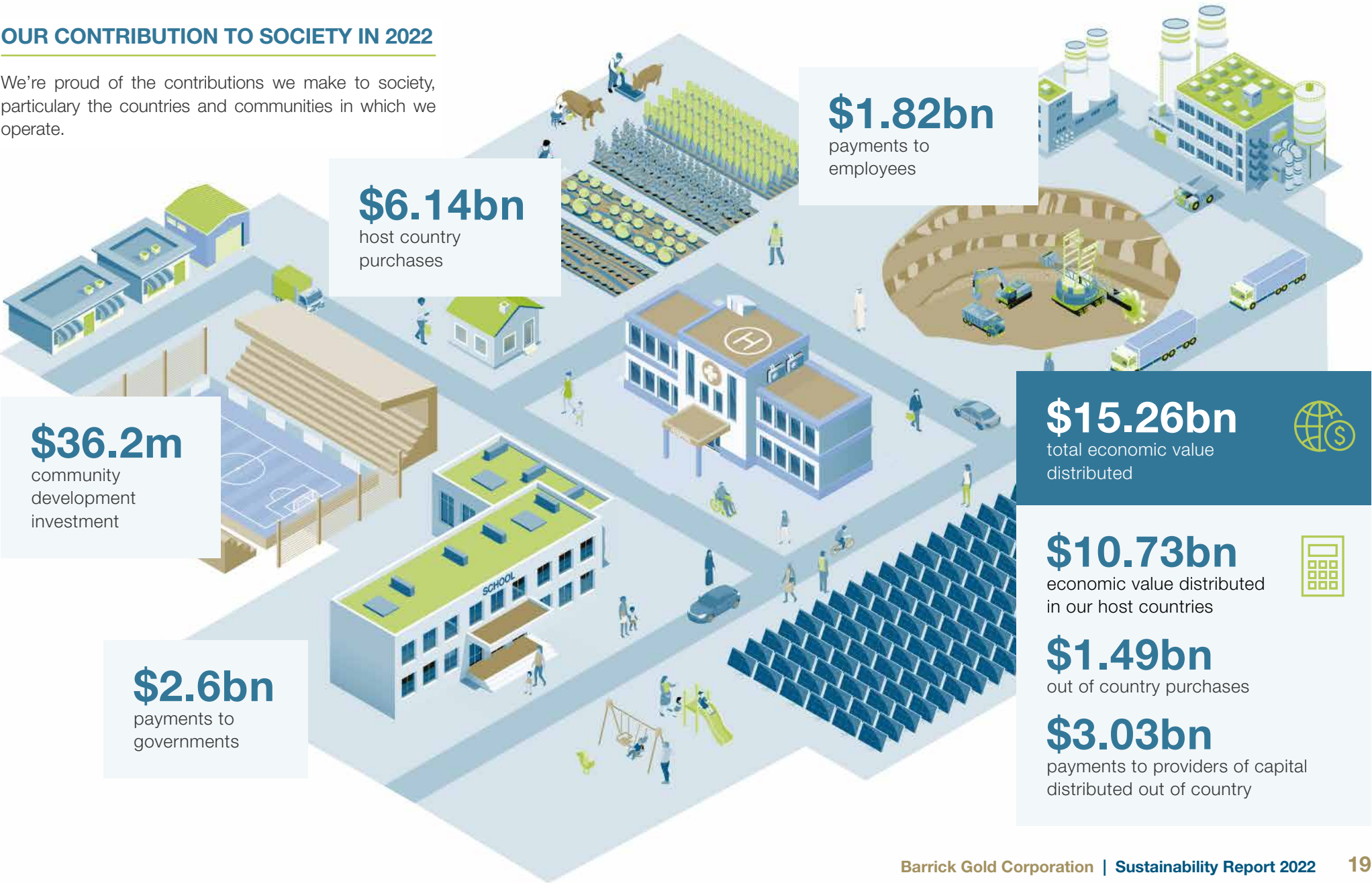
Respecting Human Rights

Natural Capital

Governance

OUR CONTRIBUTION TO SOCIETY IN 2022

We're proud of the contributions we make to society, particularly the countries and communities in which we operate.



Community and People

Why Socio-Economic Development is Important to Our Business

Our Vision for Community Relations and Development

Our Community Development Committees (CDCs)

Contributions to Government

Local Hiring and Buying

Community Relations

Resettlement

Artisinal and small-scale mining

Workplace Safety and Health

Respecting Human Rights

Natural Capital

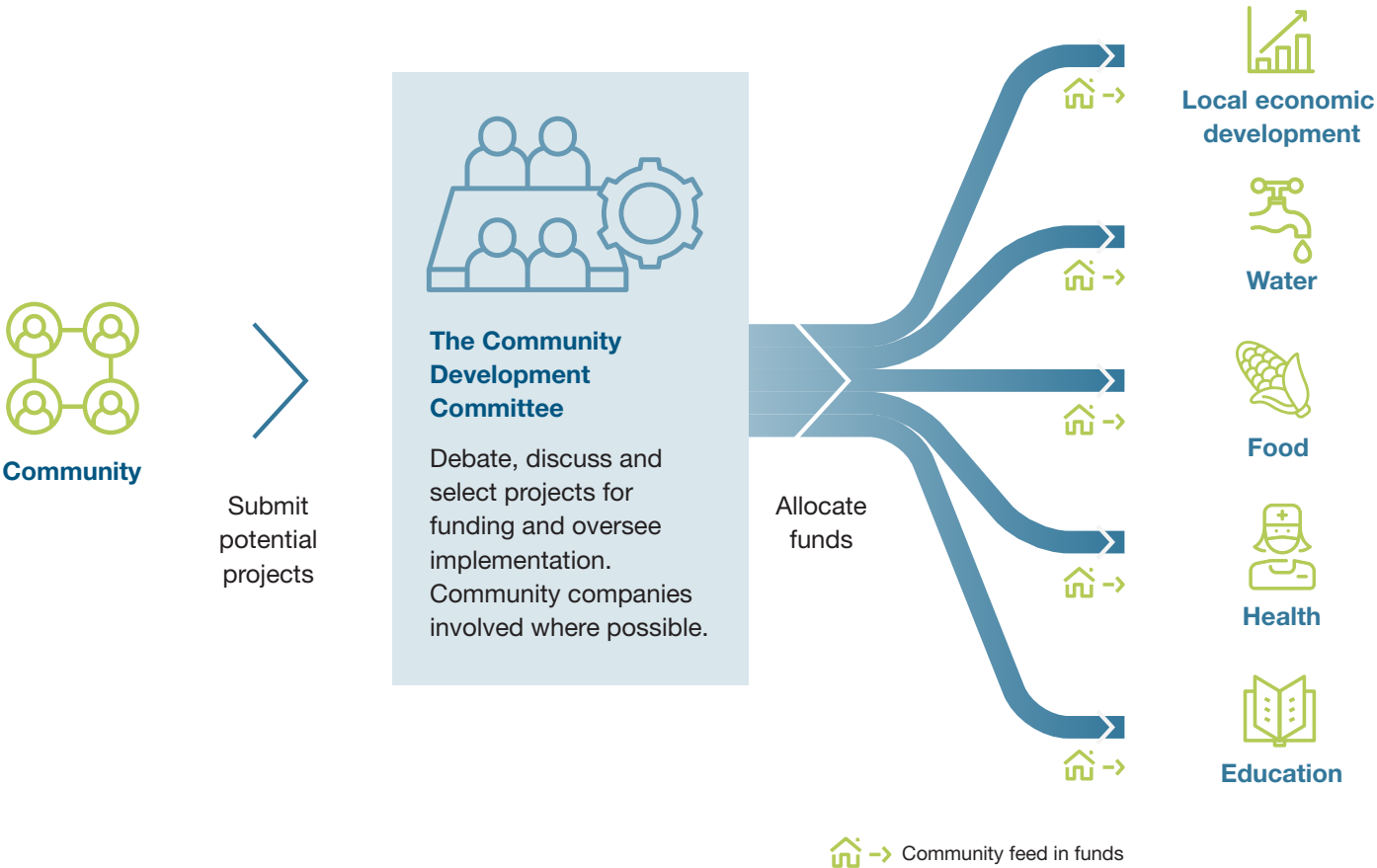
Governance

OUR COMMUNITY DEVELOPMENT COMMITTEES (CDCs)

We have CDCs at all our operating mines. The CDC’s role is to allocate the community investment budget to those projects and initiatives most needed and desired by local stakeholders.

The community investment budgets are decided annually by each site guided by the needs of the community and in line with projects identified. We believe that no one knows the needs of the community better than the community itself, and the CDC model is designed to put each community in the driver’s seat for decision making. We have identified five priority community investment themes to help guide investment and deliver social and community upliftment. In line with our partnership philosophy and to further drive ownership and engagement of the process and ensure projects deliver the desired benefits, we also encourage communities to contribute to project funding even if it is just a fraction of the overall cost.

COMMUNITY DEVELOPMENT COMMITTEE PROCESS



Introduction

Community and People

Why Socio-Economic Development is Important to Our Business

Our Vision for Community Relations and Development

Our Community Development Committees (CDCs)

Contributions to Government

Local Hiring and Buying

Community Relations

Resettlement

Artisinal and small-scale mining

Workplace Safety and Health

Respecting Human Rights

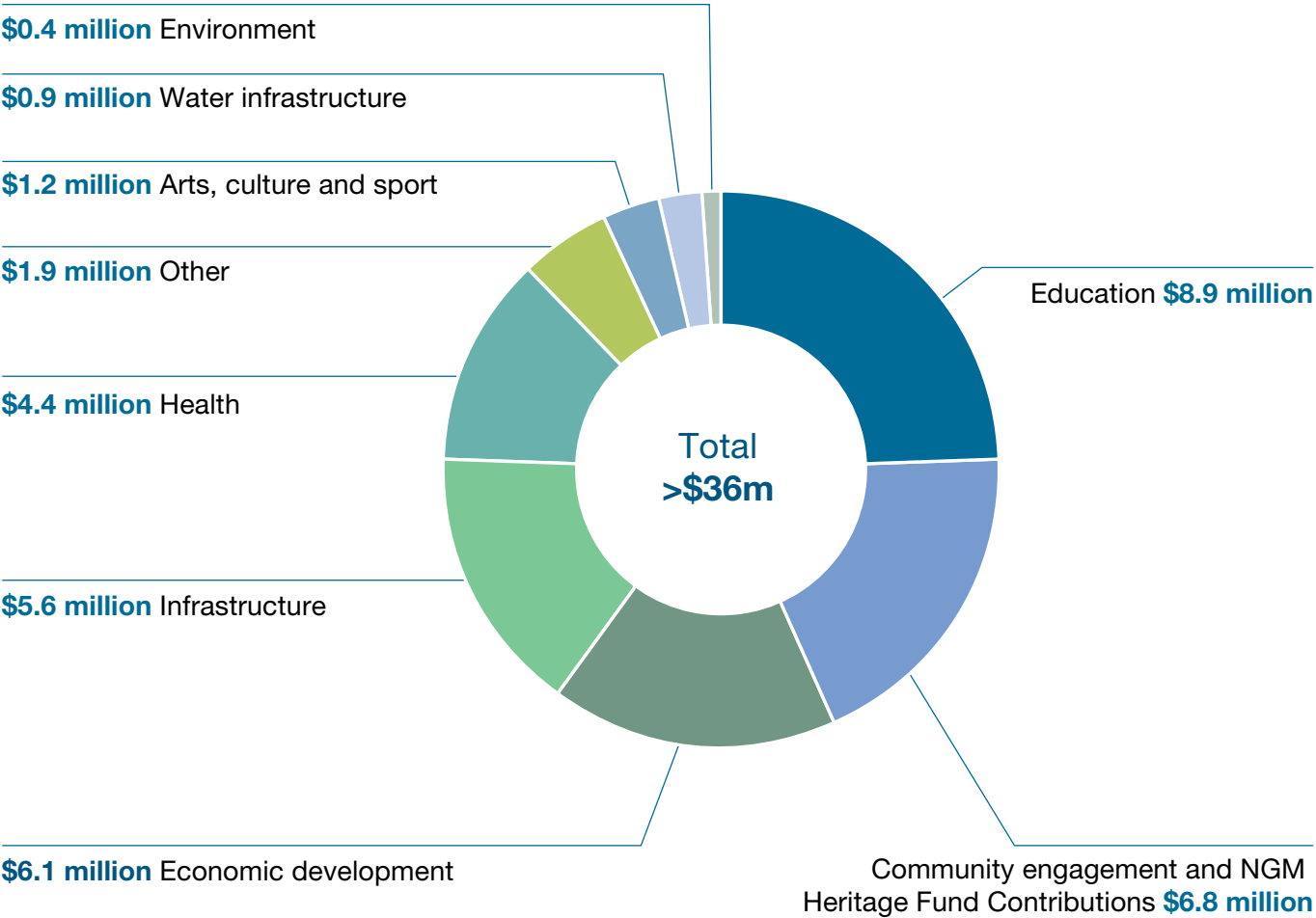
Natural Capital

Governance

Each CDC is elected and made up of a mix of local leaders and community members, as well as representatives from local women’s and youth groups and from disadvantaged groups. Each CDC receives requests for projects from the community and meets to decide which will be supported and how these projects will scale, align with and contribute to regional development plans.

The CDC also manages and oversees each project’s execution. Barrick is a member of each community’s CDC; however, we have only one seat at the table, performing a largely governance role and advisory function to ensure adherence to policy and that decisions are made on a majority and consensus basis. To further amplify the impact of projects, where possible, community businesses and suppliers are also involved in the implementation of projects. This approach is applied everywhere we operate.

OUR COMMUNITY INVESTMENT SPEND 2022



Community
and People

Why Socio-Economic
Development is
Important to Our
Business

Our Vision for
Community Relations
and Development

► Our Community
Development
Committees (CDCs)

Contributions to
Government

Local Hiring
and Buying

Community
Relations

Resettlement

Artisinal and
small-scale mining

Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Governance

CASE STUDY



Accelerating Entrepreneurship in San Juan

In the shadow of the High Andes in the San Juan province of Argentina, and just six kilometres from Chile, lies our Veladero mine.

The province's arid climate and scattered populations are a challenging environment to start and grow a business and many people rely on small and subsistence farming or enterprise. The nearest communities are more than 200 kilometres from the mine. To help support local businesses, and to spark the flame of entrepreneurship in others, we established the Business Incubator Program in 2018.

Breaking bread

Entrepreneurial and community minded Tito Heredia has, with assistance from the Business Incubator Program, worked to build the thriving San Cayetano bakery, a business which employs between 12 and 16 people throughout the year, has queues out the door, and products that sell out before lunchtime.



Community
and People

Why Socio-Economic
Development is
Important to Our
Business

Our Vision for
Community Relations
and Development

► Our Community
Development
Committees (CDCs)

Contributions to
Government

Local Hiring
and Buying

Community
Relations

Resettlement

Artisinal and
small-scale mining

Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Governance

CASE STUDY: Accelerating Entrepreneurship in San Juan (Continued)

Tito says his secret is the quality ingredients and a focus on freshness. When he moved back to Huasco from San Juan city, he quickly remembered just how good his mother's bread was, particularly compared to other bread available locally, and convinced her to go into business with him selling bread.

Initially they had little to no equipment and made the bread completely by hand, baked it in the family oven and sold it from a window in the family home. Given the focus on quality and freshness, and making sure the aroma permeated onto the street, demand for the bread rapidly grew.

Despite his success, Tito's ability to grow the business was hampered by the lack of equipment. There was only so much bread two people could make by hand which meant their income had a natural cap and saving to invest in equipment or employ new people was going to be a long process.

Confident of the strength of his business case, and armed with a business and marketing plan, Tito applied for and was accepted to the Veladero Business Incubator Program. Through the Program, Tito obtained funding to buy a mixer, kneading machine and small commercial oven. The program also provided monthly financial advice from an accountant and additional business training, support, and mentoring.

Armed with the right equipment, Tito has upscaled the business: it now uses 50 times the amount of flour compared to the early days and, instead of a sales window, Tito and his mother now sell from their specialty shop. But for Tito there is further to go, more than just growing economically and expanding to become a leading regional producer of traditional baked goods.

Tito, reflecting on his own background, is committed to ensuring the bakery has a social impact, including by taking on and hiring employees with troubled backgrounds to help them transform their own lives and make the best of their future.



Community and People

Why Socio-Economic Development is Important to Our Business

Our Vision for Community Relations and Development

Our Community Development Committees (CDCs)

Contributions to Government

Local Hiring and Buying

Community Relations

Resettlement

Artisinal and small-scale mining

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

CASE STUDY



Levelling-up Healthcare in Tanzania

Tanzania has a score of 0.40 on the Human Capital Index, a World Bank index that measures how much capital a country loses through lack of health and education.

This means that children in Tanzania today may reach only 40% of the potential they could attain with fully comprehensive health and education systems.

Consequently, human capital investment is critical for achieving sustained and inclusive growth across the country. Barrick aligns with and supports the goals and ambitions set out by the Government of Tanzania in its 2025 Development Plan – particularly concerning healthcare and education.

Reinforcing Kahama’s healthcare infrastructure

In the Kahama municipality where our Bulyanhulu mine is located, access to healthcare has historically been limited. To help rectify this, Bulyanhulu’s community team has been working with the Kahama municipality to improve healthcare facilities in the region. As part of this project we have donated an ambulance and built 18 pharmacies to assist with the distribution of medicines, and more importantly we are helping to fund the establishment of a nursing training centre that is due to open in the second quarter of 2023. The centre will provide training for 150 students each year.

While we have funded the construction of the centre, we are not experts in the business of healthcare. This initiative will therefore be carried out in partnership with the Kahama municipality, who will provide strategic oversight of the facility and the training.

Addressing gender-based violence and female genital mutilation

Gender-based violence and female genital mutilation (FGM) are both ongoing concerns for many women in Tanzania. Estimates indicate that 40% of women between the age of 15 and 49 in Tanzania have been the victims of violence, and 17% have experienced sexual violence. While FGM was outlawed in Tanzania in 1998, it still occurs, particularly in rural communities.

To help address these issues in our community, at Bulyanhulu we have developed a dedicated facility to raise awareness and provide education regarding gender-based violence, and to provide support and care for victims. We also run education programs at our Tanzanian operations to raise awareness and sensitize our workforce and communities about FGM.

Introduction

Community and People

Why Socio-Economic Development is Important to Our Business

Our Vision for Community Relations and Development

Our Community Development Committees (CDCs)

Contributions to Government

Local Hiring and Buying

Community Relations

Resettlement

Artisinal and small-scale mining

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance



Continuing to tackle the threat of HIV and malaria

Sub-Saharan Africa carries the bulk of the global burden of HIV and malaria. The World Health Organization (WHO) estimates that approximately 25.7 million people are living with HIV with more than 1 million people newly infected each year. Sub-Saharan Africa has an estimated 92% of global malaria cases.

These diseases not only burden the healthcare system and our communities, but as a business, the cost is increased absenteeism from work and less effective workers.

However, the costs to individuals, families, communities and countries are the greatest, and tackling HIV and malaria have been identified as global development priorities through SDG 3: ‘ensure healthy lives and promote well-being for all at all ages’. SDG 3 target 3.3 has an ambitious target of ending the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases as well as combatting hepatitis, water-borne illnesses and other communicable diseases.

As part of our commitment to our people and our communities, we work at all our sites where these diseases are prevalent to educate, eradicate and prevent incidence. Our health and safety and community teams co-ordinate to tackle malaria in the communities surrounding the mine. Beyond simply supplying malaria nets to individuals and families, we also run regular indoor residual spraying campaigns to fumigate homes and commercial buildings in nearby communities in sub-Saharan Africa. We also identify and treat sources of stagnant water, a common source of malaria-carrying mosquitoes. To tackle HIV, community engagement on sexual health is essential and our teams continue to provide testing equipment and capacity to local healthcare clinics for treating the condition, and educating to manage and prevent the stigma which is often still associated with HIV in developing countries.

During 2022, we invested approximately \$1.67 million to tackle HIV and malaria around our operations, and the HIV and malaria incidence rates for our operations in Africa were 17% and 1.7% respectively.



Right: North Mara Mine continues to support healthcare provision at Tarime Hospital.

Introduction

Community and People

Why Socio-Economic Development is Important to Our Business

Our Vision for Community Relations and Development

Our Community Development Committees (CDCs)

Contributions to Government

Local Hiring and Buying

Community Relations

Resettlement

Artisinal and small-scale mining

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

COUNTRY FOCUS

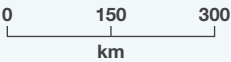
CÔTE D'IVOIRE: Tongon Gold Mine

The Tongon gold mine is located within the Nielle mining permit, 628 kilometers north of the Côte d'Ivoire port city of Abidjan, and 55 kilometers south of the border with Mali.

Tackling malaria continues to be a high priority for Tongon to ensure the health and wellbeing of both our employees and our neighbouring communities. A malaria control committee has been established to combine efforts and help reduce malaria prevalence. An action plan from this committee is presented as follows:

- The installation of the eaves tube which has been successful in a trial conducted in the centre of Côte d'Ivoire by the company IN2CARE.
- The extension of the scope of the malaria control program to some surrounding villages.
- Mapping malaria cases.
- The sensitization to behavior change with aggressive messages.

201,000oz
2022 gold production



1,097 (99% nationals)
total workforce

165,000t
CO₂e

76%
water reused and recycled

60%
malaria incident rate reduction since 2010

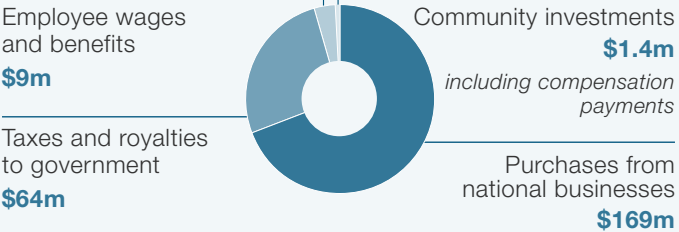
70%
2023 targeted increase of house treatments

May 2023
Malaria Entomological Study targeted completion

\$296m
economic contribution

Within Côte d'Ivoire 82% Outside Côte d'Ivoire 18%

WHERE THE MONEY WENT IN 2022





CONTRIBUTIONS TO GOVERNMENTS

The financial contributions we make to our host governments are important building blocks for national prosperity.

They help to support the development and maintenance of healthcare, education, and critical infrastructure and drive economic growth, culture and sports. These contributions and our tax strategy more broadly contribute to the achievement of SDG target 17.1 to ‘Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection’.

Our tax strategy is simple: we aim to pay the right amount of tax at the right time in the right place, and to transparently disclose the payments we make. We believe that by disclosing information about our economic, environmental, social and governance performance and contribution, we not only support the growth of our host communities but also assist in the sustainable development of society.

We have a [publicly available Tax Policy](#) which sets out our commitment to comply with the laws and practices of all the countries in which we operate, engage with the authorities openly and with integrity, and ensure our tax positions are based on reasonable interpretations of the law and aligned with the intentions of the legislators. In 2021 we published our [first tax transparency report](#) and further details regarding our approach can be found in that report or [on our website](#).

In 2022, our total payments to governments, including taxes, royalty contributions and dividends, in the countries we operate was \$2.6 billion. Globally we employed more than 23,000 people and make significant contributions to payroll taxes and social security contributions to our host countries’ budgets. In some of the countries we operate in, such as the Dominican Republic and Mali, we are one of the largest taxpayers and our fiscal contributions are a vital source of revenue.

Right: Mark Bristow and Tanzania president Samia Suluhu Hassan. Barrick has pledged \$30 million towards the expansion of education infrastructure in Tanzania.



Community and People

Why Socio-Economic Development is Important to Our Business

Our Vision for Community Relations and Development

Our Community Development Committees (CDCs)

Contributions to Government

Local Hiring and Buying

Community Relations

Resettlement

Artisinal and small-scale mining

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

CASE STUDY



Ensuring Education in Nevada

Nevada’s economy is underpinned by Las Vegas and the gaming industry and more than 30% of funding for education has historically come from gaming.

When the Covid-19 pandemic hit and global travel all but ceased, Nevada state tax revenue, and consequently funding for education, reduced significantly.

Deemed a critical industry, mining in Nevada was able to continue during the pandemic. In mid-2020, proposals were developed for a new tax on the mining industry to help fund Nevada’s state budget. Over several months, we worked closely with the Nevada Mining Association and the state to develop these new tax measures.

As part of the negotiations, we worked to ensure that any additional taxes aligned with our community development pillars and that the additional tax contributions would be directed to education.

The additional education tax has bipartisan political support and helps ensure the long-term future for both the industry in Nevada and improve education in the state. This tax became effective on July 1, 2021, and is a tiered tax tied to gross proceeds, with a highest rate of 1.1%.

Right: Boys and Girls Club, Spring Creek, Nevada, provides childcare that doesn’t restrict parents’ ability to work.

We also provide direct support for a range of education initiatives in Nevada. For example, through NGM, we have invested \$3 million in the development of two new early learning centers in Spring Creek and Elko, as well as a Boys and Girls Club in Spring Creek. The centers opened in May 2022 and provide preschool care and learning facilities for local children. We have extended the hours for each facility to run from 4am to 8pm to reflect the typical work schedules of our employees. These centers serve a total of approximately 240 children from both NGM families as well as the broader community.



Community and People

Why Socio-Economic Development is Important to Our Business

Our Vision for Community Relations and Development

Our Community Development Committees (CDCs)

Contributions to Government

Local Hiring and Buying

Community Relations

Resettlement

Artisinal and small-scale mining

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

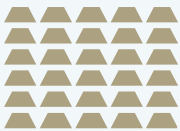
COUNTRY FOCUS

UNITED STATES: Nevada Gold Mines (NGM)

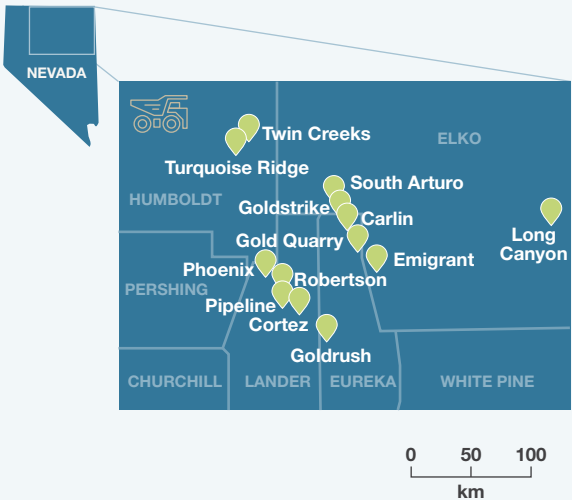
Nevada Gold Mines (NGM) is a joint venture between Barrick (61.5%) and Newmont (38.5%) that combined significant assets across Nevada in 2019 to create the single largest gold-producing complex in the world.

At NGM, we believe in socially responsible investing and creating mutually beneficial relationships with our local community members, non-profits, small businesses, schools and local groups. We do this by creating value through social and economic development such as purchasing and hiring locally, investing in community-led development initiatives and paying our fair share of taxes.

A critical pillar of our success in fostering mutually beneficial relationships stems from the emphasis we place on collaborating with and learning from community and tribal leaders, businesses and employees in order to gain insights on community needs.



3,028,000oz
2022 gold production



6,829 (98% nationals)
total workforce

3,066,000t
CO₂e

88%
water reused and recycled

13%
ratio of employees to total local working age population

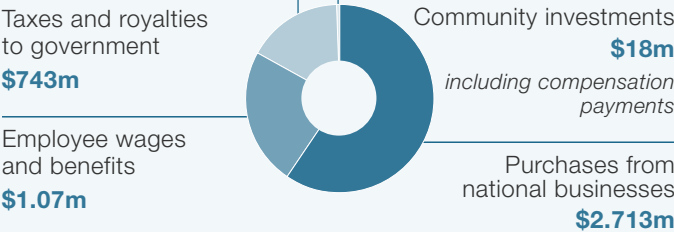
1,192 / 242
total number of local and state suppliers

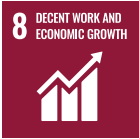
57
Small businesses supported with loan support of \$6.3m

\$5.4bn
economic contribution

Within the United States 87% Outside the United States 13%

WHERE THE MONEY WENT IN 2022





LOCAL HIRING AND BUYING

51%
**Equity ownership by host
country nationals, our
threshold for local ownership
of our suppliers.**

UN SDG 8 focuses on decent work and economic growth and target 8.3, in particular, is to promote development-oriented policies that support productive activities, decent job creation and entrepreneurship.

The mining sector has a critical role to play in the achievement of this goal and target. The nature of mining means that operations tend to be in remote locations or in emerging economies where opportunities for meaningful or dignified work are scarce.

Mines are complex operations that require hundreds, if not thousands, of direct employees and contractors. They also have extensive supply chains and require significant services and equipment.

We view these business needs as an important opportunity to drive socio-economic upliftment and provided dignified work in the areas in which we operate. Prioritizing the provision of jobs and business opportunities for our local communities and host countries is critical to the development of our social license to operate. Local and Indigenous employees and business partners also bring diversity to our operations and business and help us better understand customs, cultural practices and the impact our activities have on host communities.

All our operations have localization plans. We use those plans to identify top talent in communities and to provide them with world-class training and mentorship programs to help them grow and develop into leaders at our operations, or valued suppliers with world-class standards.

Performance

In 2022, 96% of our employees and 78% of site senior management were host country nationals.

During the year we procured goods and services worth \$1.4 billion from suppliers in the communities closest to our operations. In total, we spent over \$6 billion on goods and services from local and host country suppliers.



Above: Chairlady Clara Kapalu (right) with fellow women pioneers for the Banana Project at Lumwana East in Mukumbi Chiefdom, Zambia. The Community Livelihood Business Enterprise was initiated by Barrick aimed at empowering local women.

Introduction

Community and People

Why Socio-Economic Development is Important to Our Business

Our Vision for Community Relations and Development

Our Community Development Committees (CDCs)

Contributions to Government

Local Hiring and Buying

Community Relations

Resettlement

Artisinal and small-scale mining

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance



Accelerating progress toward meaningful work for women in Argentina

We recognize the importance of not only getting more women into high-skilled, gainful employment, but ensuring every sector and industry has a more balanced gender make up and is accessible to men and women of different backgrounds. Globally women comprise less than 20% of the mining industry’s workforce, and the bulk of the female workforce in the industry fill low-paid and unskilled roles. In Argentina this comes into even sharper focus, with data showing that 70% of the country’s female workforce fulfil these roles.

To address the imbalance at Veladero, we have developed a women focused truck-driver training program. The program provides women with both a theoretical and practical training to safely operate a range of equipment.

Romina’s story

Romina Paredes is from the settlement of Tudcum, the gateway community to Veladero. Romina completed our driver training program during 2022. Previously employed as a security guard which had anti-social hours and resulted in limited time with her children, Romina applied to the truck driver training program to build a better life for her family.

The program provides students with both theoretical knowledge and the practical hands-on skills required to drive many of the large and heavy vehicles we have on site at Veladero, including the large 793F haul trucks which have more than 2,600 horsepower and a nominal payload of 256 tonnes. Training includes comprehensive education on the details of the Veladero mine, as well as a strong focus on health and safety processes and procedures. At the end of the program, the top 20% of candidates are invited to join Veladero on a full employment contract. Even those who are not made an offer of employment still receive a recognized completion certificate which can help them to obtain work with other companies. Graduating top of her class, Romina now works at Veladero full-time and continues to enjoy the amount of support and sense of career progression she has obtained since joining Barrick.

Right: Romina Paredes excelled in the truck driver training program at Veladero, Argentina.

“The training was exciting and intense, I knew it was a good opportunity for me and so I studied hard, and I am proud to have been one of the top in my class and to now be working at Veladero. The rotations on site are no problem and it is much easier for my family life than my previous job. I really enjoy my colleagues and the atmosphere on site is supportive and I am being encouraged to grow and develop further. I want to learn how to drive some other equipment and eventually I would like to manage a team. The stereotype that mining is just for men is slowly changing, as more women become involved and the men see we are just as capable. Programs like this really help. The way Barrick hires from the community is appreciated and also critical for this region,” says Romina.

We have been running the truck-driver training program for women since 2021, and to date 65 women have participated in the program.



Community
and People

Why Socio-Economic
Development is
Important to Our
Business

Our Vision for
Community Relations
and Development

Our Community
Development
Committees (CDCs)

Contributions to
Government

Local Hiring
and Buying

Community
Relations

Resettlement

Artisinal and
small-scale mining

Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Governance

COMMUNITY RELATIONS

Building robust trust-based relationships with our host communities and countries is the foundation of our approach.

We believe that effective community relations are best developed, managed and delivered at the site level, and, like our CDCs, is underpinned by participation from the community. Details on our approach to the establishment of community relations are set out in our [Social Performance Policy](#), and are further detailed online.

How we engage

How we engage varies by site and is informed by the social and operating context of the site. But the engagement philosophy is consistent; engagement must be open and honest, and the community must be at the heart of it.

Modes of engagement



Dedicated specialists at each site

To drive on-the-ground implementation of strategy and plans.



Community site visits

To show local communities what happens at the mine and the standards we apply. Our Pueblo Viejo mine in the Dominican Republic hosted such site visits throughout 2022.



Participatory water monitoring

At our operations such as in the Dominican Republic, Argentina, and Tanzania, we partner with local community members to collaboratively monitor water quality and share the results with the communities.



Grievance mechanisms

We have community grievance mechanisms at all our sites. These enable community members to formally lodge complaints and raise concerns. They are a fundamental way we monitor and assess the strength of our community relations. We track the number of grievances received each month and aim to resolve all grievances lodged through the mechanism within 30 days of receipt.

Introduction

Community and People

Why Socio-Economic Development is Important to Our Business

Our Vision for Community Relations and Development

Our Community Development Committees (CDCs)

Contributions to Government

Local Hiring and Buying

Community Relations

Resettlement

Artisinal and small-scale mining

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

Performance

During 2022, we received 422 grievances across the group. This was a 6% decrease compared to 2021. While this is encouraging, we do not consider year-on-year change in grievances received as a meaningful metric. We believe that receiving grievances is a yardstick to reflect the state of community relations and the effectiveness of the grievance mechanism. For example, zero grievances received could potentially reflect a lack of trust in the mechanism and poor overall relations rather than no issues or concerns.

Of the grievances received in 2022, 64% were resolved within our 30 day target. While this is not yet at the level we want, we regard this as a stretch target to focus attention. Although fast resolution is important, our overall goal is to resolve grievances through the grievance mechanism to the satisfaction of all parties. We are not prepared to sacrifice the ultimate objective for speed of resolution.

At the start of 2022, we carried over 30 grievances from previous years. This excludes the legacy grievances from the Porgera Joint Venture in Papua New Guinea that occurred prior to the merger of Barrick and Randgold. There are an additional 265 legacy grievances open at Porgera, which has been in care and maintenance since 2020.

Resolving the legacy grievances at Porgera will be one of our priority focus areas following the resumption of the mine operations.

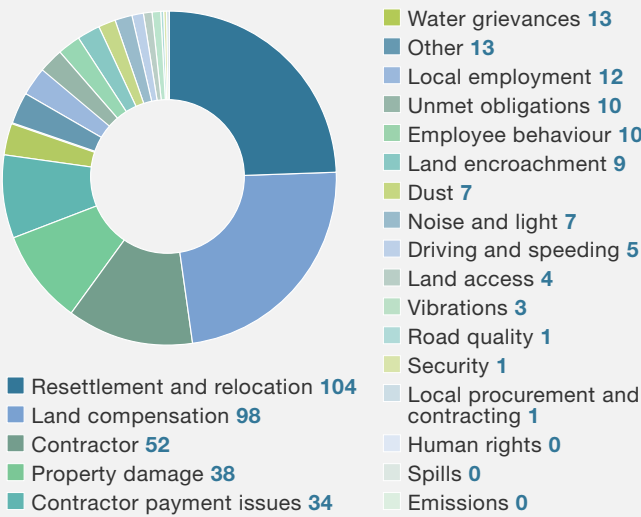
Of the grievances received during 2022, the majority (42%) related to the resettlement and land compensation process at Kibali, and in line with the majority of grievances received in 2021. A further 20% of grievances related to our contractors, primarily in Tanzania, Dominican Republic and Peru.

North Mara

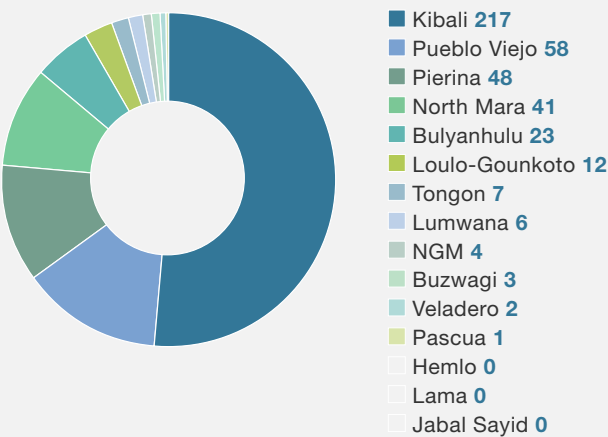
At North Mara, during 2022, we were busy addressing legacy acquisition commitments and beginning the land acquisition process at Komarera. Land acquisitions have been undertaken with Chief Valuers in line with the rates and process determined by Tanzanian law. There has also been illegal land speculation practiced by a minority of the community during this process which involves the illegal development of assets and planting of crops after the establishment of a moratorium.

Following the agreement and acceptance of compensation, 32 households have applied to the Tanzanian courts for restraining orders. These relate to the quantum of compensation paid. We respect the right of individuals to use the judicial system and expect these cases to be heard in the Tanzanian courts during 2023.

GRIEVANCES BY TYPE 2022



GRIEVANCES BY SITE 2022



Community and People

Why Socio-Economic Development is Important to Our Business

Our Vision for Community Relations and Development

Our Community Development Committees (CDCs)

Contributions to Government

Local Hiring and Buying

Community Relations

Resettlement

Artisinal and small-scale mining

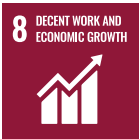
Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

CASE STUDY



Rebuilding Community Trust and Relations at North Mara

At North Mara there have been allegations of human rights violations linked to the local police and private security forces, including allegations of sexual abuse and the use of excessive force since the mid-1990s. When Barrick took operational control of North Mara in 2019, community relations were poor and there was a legacy of mistrust between the mine and the community. On top of this, the Tailings Storage Facility (TSF) was holding too much water and had been closed by the National Environment Management Council (NEMC).

Resolving these issues has been a critical focus as we sought to transform the mine into a core asset for us, and an economic powerhouse and trusted partner for the community and country. Central to resolving issues at North Mara and restoring its social license to operate has been an unwavering commitment to ensuring the local community meaningfully benefits from our presence. This has not been a quick or easy process, but rather has taken significant time and energy, and is something we are very proud of.



Community and People

Why Socio-Economic Development is Important to Our Business

Our Vision for Community Relations and Development

Our Community Development Committees (CDCs)

Contributions to Government

Local Hiring and Buying

Community Relations

Resettlement

Artisinal and small-scale mining

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

CASE STUDY: Rebuilding Community Trust and Relations at North Mara (Continued)

Below are the fundamental steps we took to drive improved and trust-based relationships with the communities at North Mara:

- Established a CDC;
- Engaging with the local community to explain our plans for the mine and our commitment to the community;
- Working to understand and detail the voluntary promises made by the previous owners (Acacia) and fulfill them;
- Working with local NGOs to help communicate, socialise and entrench the grievance mechanism with the local community;
- Focusing on development initiatives which continue to provide opportunities and means of income for the local community and particularly youth groups;
- Providing community education programs on gender-based violence and FGM; and
- Providing training and business incubator programs for local entrepreneurs to help create and support local businesses.

Right: Operationalizing the CDCs was fundamental to rebuilding community trust. The Phase 1 water supply investment will supply drinking water to approximately 30,000 people.



Community and People

Why Socio-Economic Development is Important to Our Business

Our Vision for Community Relations and Development

Our Community Development Committees (CDCs)

Contributions to Government

Local Hiring and Buying

Community Relations

Resettlement

Artisinal and small-scale mining

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

COUNTRY FOCUS

TANZANIA:
North Mara and Bulyanhulu

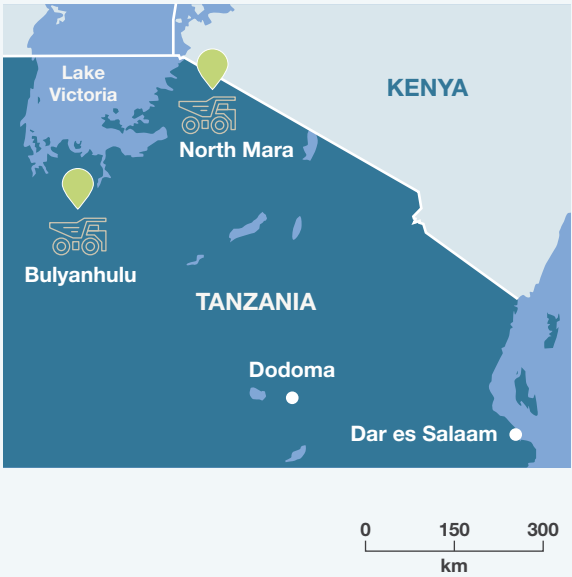
Barrick acquired the remaining shareholding in Acacia Mining in September 2019, taking over the Tanzanian operations and subsequently entered into a framework agreement with the Government of Tanzania. Twiga Mining Corporation was established and is a joint venture between Barrick and the Government of Tanzania.

Twiga has demonstrated the value-creating capacity of a true partnership.

There are two operating mines in Tanzania, North Mara and Bulyanhulu. Buzwagi was closed in 2021.

North Mara was recognised as the largest tax payer in Tanzania in 2021 / 2022. Through the CDCs, the Barrick-Twiga Future Forward Education Program is set to have a lasting contribution to future generations in the country.

546,000oz
2022 gold production



2,453 (95% nationals)
total workforce

229,000t
CO₂e

75%
water reused
and recycled

45%
new hires from
local communities

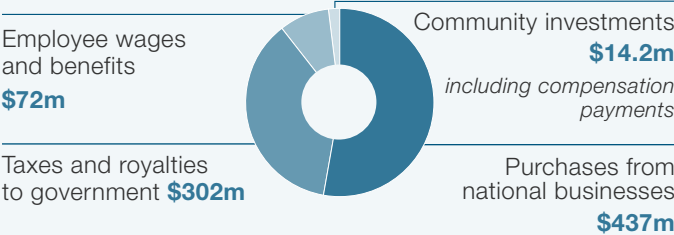
1090 / 1640
classrooms / ablution blocks -
construction commitments at
schools

\$30m
education funding
commitment

\$938m
economic contribution

Within Tanzania 88% Outside Tanzania 12%

WHERE THE MONEY WENT IN 2022



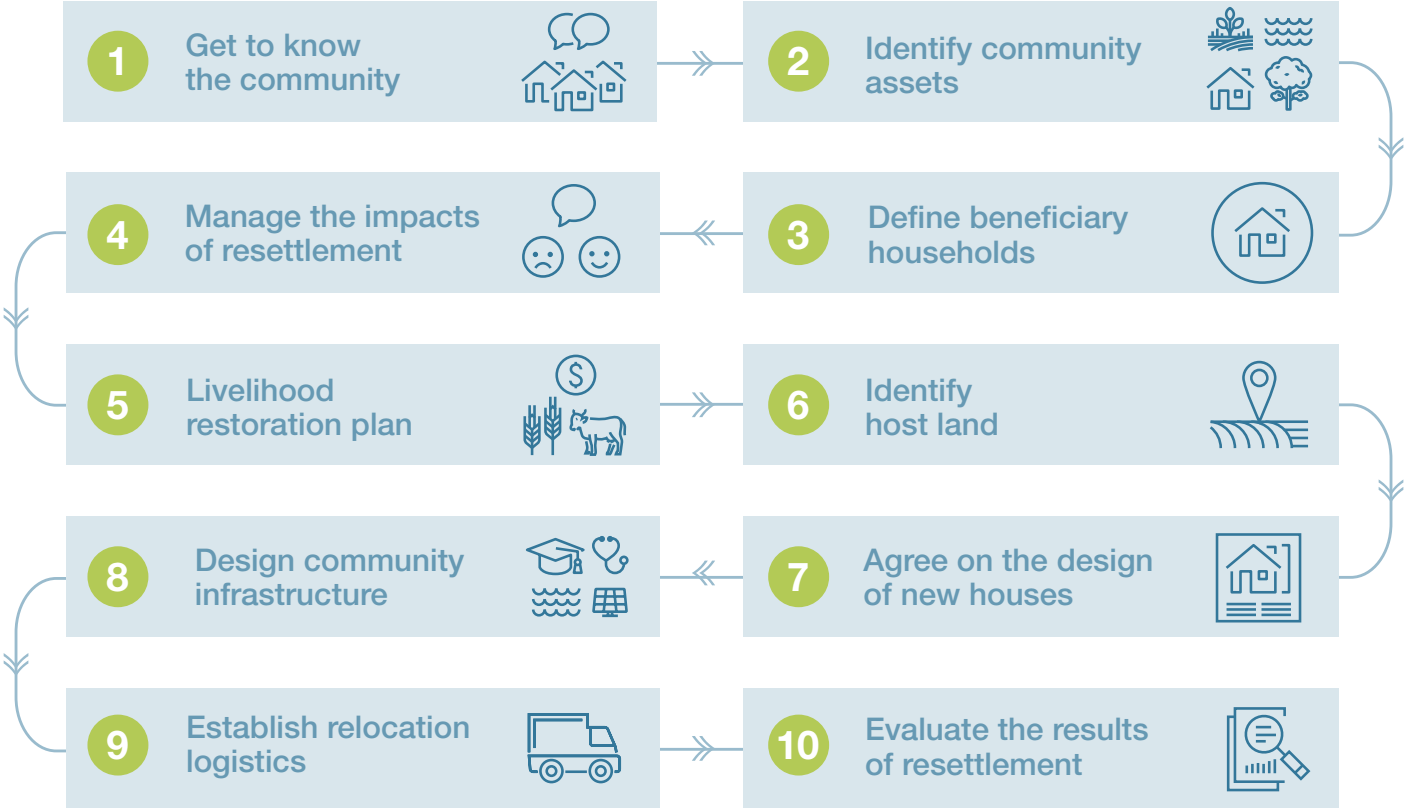
RESETTLEMENT

To develop or expand our mines sometimes means that we have to move local people and communities from their homes, farms and land.

Resettling households, if not well planned and carefully managed, can seriously damage relationships with the local community, harm our social license to operate and even result in regulatory action from the government.

Our approach to land acquisition and resettlement processes is guided by our Social Performance Policy. As set out in the alongside infographic, this approach is conducted in compliance with applicable laws and regulations and international best practice such as that set out by the International Finance Corporation's (IFC) Performance Standard 5. Further details on our approach are [detailed on our website](#).

We have a long history of successful resettlement at Kibali. As we work to expand operations, this is continuing with the resettlement of Kalimva-Ikanva which is located 15 kilometres from the current mining operations.



Community and People

Why Socio-Economic Development is Important to Our Business

Our Vision for Community Relations and Development

Our Community Development Committees (CDCs)

Contributions to Government

Local Hiring and Buying

Community Relations

Resettlement

Artisinal and small-scale mining

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

ARTISANAL AND SMALL-SCALE MINING (ASM)

In the areas around Loulo-Gounkoto (Mali), Tongon (Côte d'Ivoire), Kibali (Democratic Republic of Congo), Bulyanhulu, Buzwagi and North Mara (Tanzania), as well as Porgera (Papua New Guinea) and Pierina (Peru), ASM is one of the primary economic activities.

ASM is a complex challenge faced by the gold mining industry. For some community members, ASM is a traditional livelihood and helps supplement income from farming. In other instances, it is a full-time job and dominated by migrant miners and organized crime and is associated with negative and unregulated health, safety, human rights and environmental impacts. For Barrick, we see a clear distinction between ASM, which is regulated, and illegal mining which operates outside of the law, can be associated with gold smuggling and often requires illicit means to enter the market.

Our approach to illegal mining occurring within our permits is aligned with ICMM guidance and follows a principle based on no conflicts, no invasion. Another facet to our approach is to develop alternate livelihood opportunities for local young people to dissuade them from encroaching our permits, and to encourage ASM workers to take up other work.

We believe a collaborative and multi-stakeholder approach is the best way to address concerns regarding ASM and illegal mining, but it requires multistakeholder support, including governments, communities and other institutions that are committed to working with partners to drive dialogue and address the issue. Previously at our Kibali mine, we worked with the local community, the government and the NGO Pax International to identify and develop ASM corridors near the mine site.

The corridors sought to contain ASM activities and reduce overlap with our permitted areas, by providing dedicated land for ASM to occur and included information regarding the geology and grade. In Mali, we have also worked with the government and other mining companies to investigate the potential to develop corridors for ASM, however, to date this has not moved beyond concept. We will continue to seek opportunities to work with others to address issues of illegal mining, and to support genuine artisinal miners to gain market access.



Community
and People

Why Socio-Economic
Development is
Important to Our
Business

Our Vision for
Community Relations
and Development

Our Community
Development
Committees (CDCs)

Contributions to
Government

Local Hiring
and Buying

Community
Relations

Resettlement

► Artisanal and
small-scale mining

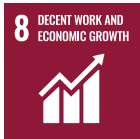
Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Governance

CASE STUDY



Matongo Agricultural Project: Sowing the Seeds of Ambition at North Mara

Mines are massive economic drivers for the regions in which they operate, providing hundreds if not thousands of jobs to local communities.

However, mining is a consumptive industry and mines are only in operation for a limited time. If care is not taken to ensure additional economic activity, thriving communities can slip behind again when the mine closes its gates.

We aim to leave a legacy of long-term and sustainable development and a key part of our approach to community development is working to ensure our mines are not the only economic pillars in the communities we operate in.

We do this by supporting and developing local entrepreneurs in an effort to develop new industries, as well as by strengthening or modernizing existing ones, such as agriculture. This approach also helps to address some of the root causes of intrusion on to the mine site (unemployment and limited opportunity for dignified work), and so also has positive benefits from a security standpoint.

The land around North Mara is rich and fertile and ripe for cultivation, and agriculture is a vital component of livelihood for the community; however, operations are mostly small and subsistence level. In September 2022, we started the Matongo Agricultural Project, a program aimed at showcasing the agricultural potential of North Mara to local youth and providing them with additional work and livelihood opportunities.

Right: Matongo Agribusiness currently grows more than 16 varieties of vegetables and fruits.



Community and People

Why Socio-Economic Development is Important to Our Business

Our Vision for Community Relations and Development

Our Community Development Committees (CDCs)

Contributions to Government

Local Hiring and Buying

Community Relations

Resettlement

► Artisanal and small-scale mining

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Governance

CASE STUDY: Matongo Agricultural Project (Continued)

The project seeks to provide training to 100 young people, including former mine intruders, to learn advanced agronomy skills and methods to maximize production and bring high-quality, seasonal produce to market. To do this we identified and provided 10 acres of land for cultivation, as well as pesticides, seedlings and irrigation equipment. Most importantly we have brought in expert agronomists, like Elard Tarimo from the Tanzanian Horticultural Association (TAHA), to provide training and expert advice.

In addition, to facilitating training and providing initial inputs for the farm, we have also provided the young farmers with their first market. We introduced them to our mine caterers AKO to establish a supply agreement for the mine canteens. We are now also working to help identify other markets, such sales to the hotels near the city of Mwanza that are enroute to the mine.

Part of the guidance we provide focuses on the basics like pest-control and produce seasonality. But we’re also introducing some advanced technology to help with irrigation and soil analysis to help reduce effort and maximize production. Across the farmholding we have lots of different produce growing including carrots, peppers, spinach, cauliflower, tomatoes, cabbage, eggplant, kale and bok choy that are ready for harvesting at different times, which means there is steady income throughout the year. This land is very fertile and has a lot of potential. In the first three months 40 tonnes of tomatoes were produced, but it has the potential to more than double that yield with a few small interventions. With time and application, we can become national and regional suppliers.

Elard Tarimo, Tanzanian Horticultural Association (TAHA)

2 Workplace Safety and Health

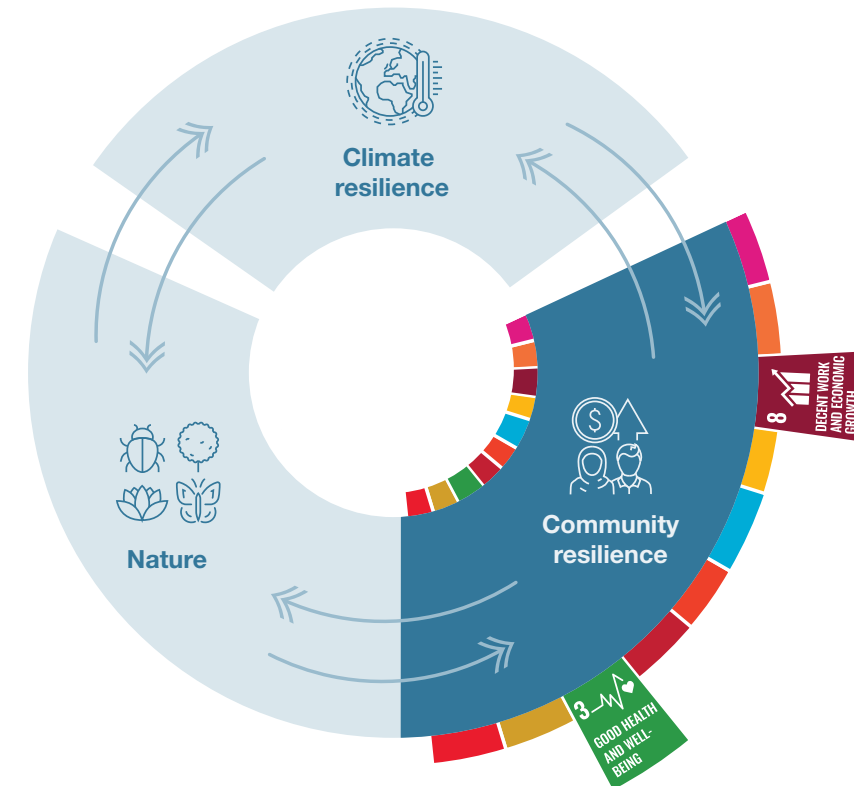
WHY SAFETY AND HEALTH MATTERS FOR OUR BUSINESS

Our people, including our employees, contractors and host communities, are the bedrock of our business. Nothing is more important to us than their safety and wellbeing. Ensuring our people go home from work safe and healthy each day is one of our foundational values.

We resolutely believe in the principle of safe production, that occupational injuries and illnesses can be prevented with the right controls and appropriate training, and moreover, we resolutely believe that there is no job so important that we cannot take the time to do it safely. Ensuring safe production and keeping our workforce safe is a fundamental driver for our business performance. Implementing robust safety standards and programs helps us to maintain our reputation as an industry leader and responsible employer.

It also helps us maintain compliance with our legal obligations and reduces our financial exposure. More than that it is, simply put, the right thing to do.

Our commitment to safety and health begins during any project's exploration phase long before mining starts. For closed and closing sites, we aim to leave behind a legacy of good health and improved safety awareness. To do this, safety elements are incorporated into project lifecycle planning with the aim of leaving a safe and stable environment.



OUR SAFETY VISION

At Barrick our safety vision is for **everyone to go home safe and healthy each day**. This vision is not a destination we can arrive at and say the job is done. It is a continuous journey and something we must work at every single day.

While we have demonstrated improved performance for a number of our safety KPIs since 2019, over the past three years we have failed to deliver against the most fundamental measure of everyone going home safe and well each day – zero fatalities. Our performance during the last 12 months in this regard is particularly concerning, with five of our colleagues suffering fatal injuries during 2022.

Against this context we have reassessed our safety vision and developed a road map of steps to take and widespread changes to make, to achieve our vision. These range from a full scale and group level review of our safety standards and procedures, to on-the-ground messaging and communication. We call this roadmap our ‘Journey to Zero’, because zero harm must start with zero fatalities.

SAFETY VISION, STRATEGY AND ACTION

Vision	Strategy	Action
Everyone going home safe and healthy each day	Our safety culture	Journey to Zero
This is what we aim for and the foundation of our approach to safety and health	The behaviours that embed our culture: lead, collaborate, and trust	Everything we do to implement, support and sustain our culture on a daily basis

Achieving this vision requires every person on our sites to show up, take responsibility, speak up and demonstrate care. During 2022 we updated our site safety slogan from ‘Work Safely’ to ‘Safely Work’ to reinforce the importance of safety over production.

To achieve our safety vision, we are focusing on the development of a robust safety culture that couples individual responsibility with care for those around us. To do this, we concentrate on making safety personal train and upskill our people in safety and risk and hazard awareness. We encourage and empower our colleagues to speak up, take responsibility to stop any unsafe work and to fix the identified hazard. Speaking up, stopping unsafe work and safely eliminating or reducing hazards is the duty and responsibility of all our people. Our culture starts at the executive level and continues through regional and site level leadership to every single employee. From a governance perspective, ultimate accountability for our safety performance resides with our Group Sustainability Executive and our Chief Executive Officer.

We also focus on personal wellbeing and all our sites have fit-for-work programs that consider the importance of mental health, adequate sleep, diet and exercise. All sites have comprehensive medical facilities equipped to deal with onsite medical emergencies and in areas where access to healthcare is limited, community members can also visit our clinics for their medical needs. Our safety vision is built on a philosophy of and responsibility to care for ourselves, our colleagues, our contractors and our communities.

Introduction

Community
and People

Workplace Safety
and Health

Why Safety and
Health Matters for
Our Business

► Our Safety Vision

Occupational
Health & Safety

Respecting
human rights

Natural Capital

Governance

Monitoring our performance

Safety is a standing agenda item at our weekly Executive Committee meetings and quarterly Board meetings. We track our safety performance through a combination of leading and lagging indicators. Key leading indicators we track include findings from Safety Leadership Interactions and Planned Task Observations, Fatal Risks and Controls, and high potential incidents (HPIs) which are near miss incidents that have a high-risk potential for life altering injury or death. For each HPI recorded, we undertake a root cause investigation to identify and understand the potential cause and determine any controls that can be implemented to prevent such incidents from occurring in the future.



These HPI investigations are as thorough and detailed as the investigations undertaken when an incident has occurred. The lessons learned from all investigations are promptly shared and corrective actions rolled out globally.

The key lagging indicators we track are lost time injuries, and total recordable injuries. Frequency rates at our sites are assessed and reported to site, regional and group management.



Above: Tongon, Côte d'Ivoire: Shift Change Safety Leadership Interventions were held across the group.

Introduction

Community and People

Workplace Safety and Health

Why Safety and Health Matters for Our Business

► Our Safety Vision

Occupational Health & Safety

Respecting human rights

Natural Capital

Governance

Our approach

Our approach to safety and health is set out in a series of standards, policy guidelines, operating procedures and systems that describe accountabilities, controls and other minimum requirements for managing safety and health risks. As part of our Journey to Zero, we are undertaking a group-wide review of all group, regional and site Safety Standards, Standard Operating Procedures (SOPs) and systems.

The focus of the review is to ensure best practices are implemented globally and to sharpen our focus on our management of fatal risks. Safety is not only a priority, but an operational necessity and moral imperative, and our executive committee has taken direct responsibility, aligned with a team of technical Subject Matter Experts (SMEs), to support the review and updating of our Fatal Controls.

These apply to all our sites and projects (other than projects or operations where we have an ownership interest but are not the operator, as in these instances we work with the operator to ensure expectations and standards are comparable to our own) and includes our entire workforce.

Further details on our approach to safety and health management at our operations, including relevant policies, procedures, management practices and systems, are [available on our website](#).

We work to translate our safety strategy into action on the ground through our Journey to Zero initiative, which is based on proactive safety management across all sites and involves:

- Visibly present leadership and engagement;
- Aligning and improving our standards across the group;
- Accountability to our safety commitments; and
- Stop work responsibility.

RESPONSIBILITY TO

**STOP
UNSAFE WORK**



**STOP!
SPEAK UP**



**MAKE
IT RIGHT**



**SAVE A
LIFE**



Introduction

Community and People

Workplace Safety and Health

Why Safety and Health Matters for Our Business

Our Safety Vision

Occupational Health & Safety

Respecting human rights

Natural Capital

Governance

PERFORMANCE METRICS

Indicator: Work-related fatal injuries	Indicator: Lost time injury frequency rate (LTIFR) ¹	Indicator: Total recordable injury frequency rate (TRIFR) ²
Target: Zero fatalities	Target: 0.29	Target: 1.39
2022: 5	2022: 0.29	2022: 1.30
2021: 2	2021: 0.38	2021: 1.47
2020: 1	2020: 0.34	2020: 1.68
2019: 0	2019: 0.50	2019: 2.24

2022 SAFETY PERFORMANCE BY EMPLOYEES AND CONTRACTORS BY REGION

	Africa Middle East (AME)		Latin America Asia Pacific (LATAM AP)		North America		Group	
	Employees	Contractors	Employees	Contractors	Employees	Contractors	Employees	Contractors
Fatalities	1	2	0	1	1	0	2	3
TRIs ³	30	25	9	18	75	17	114	60
TRIFR	1.18	0.52	0.60	0.71	5.01	3.39	2.06	0.77

¹ LTIFR – Lost time injury frequency rate is a ratio calculated as follows: number of lost time injuries x 1,000,000 hours divided by the total number of hours worked. Lost time injuries are injuries that occur in the execution of duties that mean the person is unable to perform those duties for at least one day.

² TRIFR - Total recordable injury frequency rate is a ratio calculated as follows: number of recordable injuries x 1,000,000 hours divided by the total number of hours worked. Recordable injuries include fatalities, lost time injuries, restricted duty injuries, and medically treated injuries.

³ TRIs: Total Recordable Injuries.

Overall, our safety performance for 2022 did not meet the standard we expect. While we again saw year on year improvements in our group level TRIFR and LTIFR of more than 11% and 23% respectively, across the group five of our colleagues were fatally injured during 2022. This contrast of performance in the respective indicators made us stop and reflect as a leadership group. The loss of each colleague was felt throughout the company and drives our resolve to ensure we are a fatality free company.

Full investigations were carried out for each fatality to understand the root cause, and corrective actions implemented and shared across the group to prevent recurrence.

More importantly than the effect on operations, we recognize that each fatality has a human impact, and we provide support to families, co-workers and the extended teams on the ground.

Introduction

Community
and People

Workplace Safety
and Health

Why Safety and
Health Matters for
Our Business

► Our Safety Vision

Occupational
Health & Safety

Respecting
human rights

Natural Capital

Governance

CASE STUDY



Resetting Our Approach to Safety and Health

Despite improvements in our TRIFR and LTIFR since 2019, the reality of our safety performance is fatalities are occurring at our operations and the trend has increased year on year.

One fatality is too many, and means our safety program is not working. In 2022, we recorded five tragic fatalities across our operations, with two occurring in the last quarter of the year. Unfortunately we have had an equally poor start to 2023, with three fatalities occurring in January 2023. This has jolted us into a state of honest self-reflection in terms of our performance and safety program, and a determination to take action.

This culminated in a week-long workshop in London in January 2023, where representatives from our regional safety team, group sustainability team and members from

the production team met to review our safety culture and practice, and to develop a roadmap to not just reverse but stop the concerning trend of workplace fatalities.

Five progressive milestones have been identified in our new safety roadmap to achieving our safety vision. These are: Honest Reflection; Connection; Engagement; Ownership and One Team, One Mission.

Our key focus areas for action are:

- Risk Management;
- Courageous Leadership Development;
- Contractor Management; and
- Assurance.

The approach is underpinned by an internal communications strategy aimed at reinforcing the importance of safe work.



Introduction

Community and People

Workplace Safety and Health

Why Safety and Health Matters for Our Business

Our Safety Vision

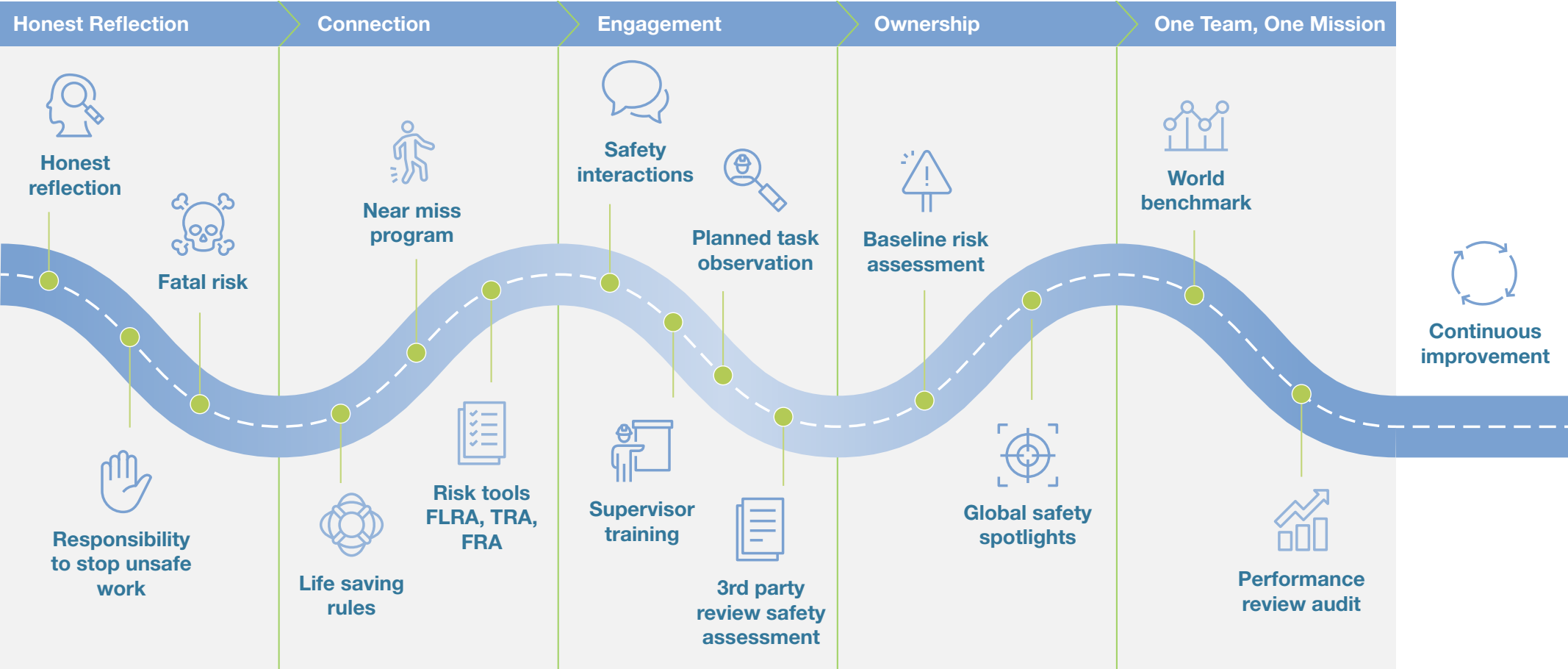
Occupational Health & Safety

Respecting human rights

Natural Capital

Governance

2023 JOURNEY TO ZERO ROADMAP



Following the workshop, we have established a group safety committee, comprising the Group Sustainability Executive, site and regional safety and health representatives and members of the production team.

The committee will meet each month to work to improve knowledge sharing across the group and between sites, and drive best practice.

It will also be responsible for implementing, tracking and reporting to the Executive Committee on our Journey to Zero.

Introduction

Community and People

Workplace Safety and Health

Why Safety and Health Matters for Our Business

Our Safety Vision

Occupational Health & Safety

Respecting human rights

Natural Capital

Governance

OCCUPATIONAL HEALTH & SAFETY

Operating heavy machinery and handling often hazardous materials can, if not carefully managed, expose our workers to serious short- and long-term health risks, including:

- Physical injury from accidents involving moving machinery, moving mining products and working with explosives and detonating devices;
- Musculoskeletal disorders associated with various work activities;
- Noise-induced hearing loss associated with occupationally-related excessive noise exposure;
- Heat exhaustion and various other health effects from exposure to extremes of temperature;
- Damage to the respiratory tract from exposure to airborne contaminants (such as dusts, gases and aerosols) and;
- Chronic fatigue, workplace stress and mental health issues arising from working in high-pressure, remote locations.

OUR APPROACH TO OCCUPATIONAL HEALTH & SAFETY



Health and wellbeing

We run personal health and wellness programs focusing on issues such as stopping smoking, healthy eating, and fatigue awareness.



Regular medical checks

Employees are regularly checked for traces of heavy metals, respiratory and lung function issues, and signs of industrial deafness. High risk staff also receive additional biological and radiation testing.



Personal Protective Equipment (PPE)

Everyone is provided with appropriate PPE prior to entering operational areas of our mines.



Occupational hygiene surveys

We conduct job specific risk assessments to understand exposure levels.



Engineering controls

Our first line of defence when a risk cannot otherwise be managed.



Shift rotation

We rotate shifts to manage exposure to hazards.



Introduction

Community and People

Workplace Safety and Health

Why Safety and Health Matters for Our Business

Our Safety Vision

► Occupational Health & Safety

Respecting human rights

Natural Capital

Governance

We have a duty and are determined to protect our people from occupational health issues. We do this through our safety and health management systems, whereby we apply a systematic approach to anticipating, identifying, evaluating, controlling and monitoring occupational health hazards and exposure.

Mental health and wellness

We recognize that ensuring our people are safe and healthy does not stop at physical safety and health, but also extends to mental health as well. We are equally committed to supporting the mental health and wellness of our people and provide a range of initiatives across the group to both support mental wellness and provide education to reduce the stigma often associated with mental health.

Our mental wellness programs currently range in maturity across the group. Our approach to mental health and wellness is most developed in North America, where a variety of online and in-person initiatives are available to employees, including family, legal, mental health and addiction recovery support. We also offer additional support for expatriates when on assignment out of their home countries, and support programs are available across the group for dealing with grief and loss. We periodically review the health and wellness programs and resources available to ensure they meet the needs of our diverse workforce and will adapt and expand program offerings as appropriate and available.



Above: Our Safety Vision is for everyone to go home safe and healthy each day.



3 Respecting Human Rights

WHY HUMAN RIGHTS MATTER FOR OUR BUSINESS

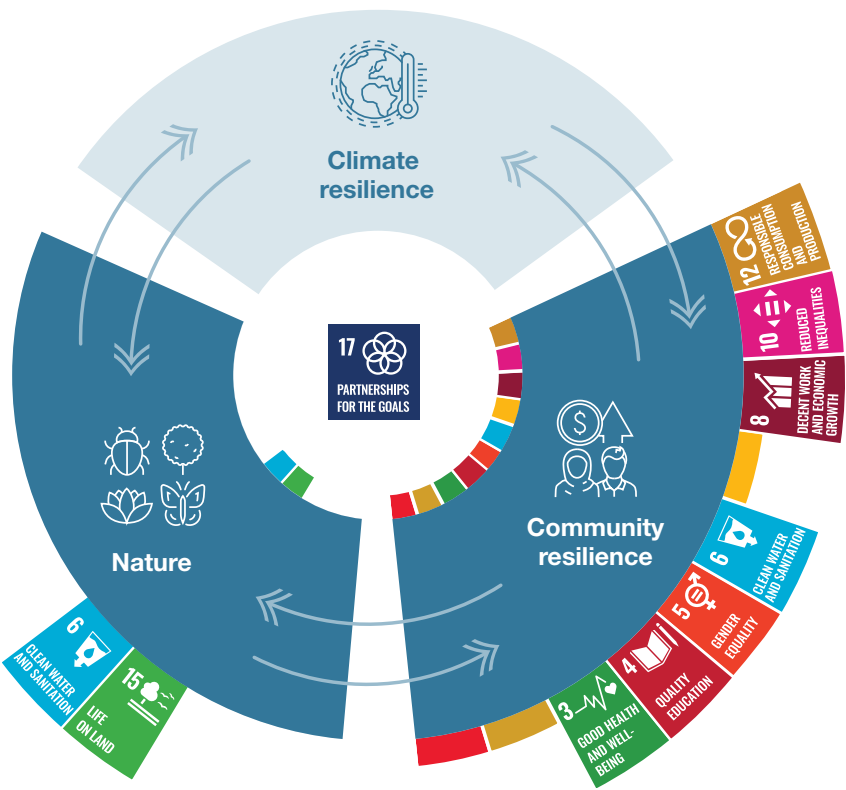
Done well and responsibly, mining delivers positive, long-term effects and drives socio-economic upliftment for local communities, host countries and wider society.

Respect for human rights is one of the key pillars of our sustainability vision and we have zero tolerance for any human rights violations committed by employees, affiliates or any third parties acting on our behalf, or related to any aspect of our operations.

Mining and the activities of those we do business with also has the potential to negatively impact our stakeholders and their human rights, and must be carefully managed to avoid and minimize the potential negative impacts and amplify project benefits.

Increased global awareness of the potential risks, coupled with the heightened focus on ESG, has led to additional disclosures and legislative requirements regarding human rights due diligence processes.

At Barrick, we focus on ensuring that human rights are integrated into our business practices and decision-making processes. Each site is empowered to lead on the identification and management of their impact, with oversight provided at the regional, executive and Board level.



Introduction

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

► Why Human Rights
Matter for Our
Business

Our Salient Human
Rights Issues

Addressing Human
Rights Concerns

Our Indigenous
Partners

Diversity, Equity
and Inclusion

Natural Capital

Governance

Our approach

Our commitment to respect human rights is codified in our [Human Rights Policy](#) and informed by the expectations of the UN Guiding Principles on Business and Human Rights (UNGPs), the Voluntary Principles on Security and Human Rights (VPs), and the OECD Guidelines for Multinational Enterprises. It is further augmented and embedded across the business through our Code of Business Conduct and Ethics, Anti-Bribery and Corruption Policy, and our Social Performance Policy. We also expect the same standards from our suppliers, and our Supplier Code of Ethics similarly incorporates human rights provisions.

As a responsible corporate citizen, we take an active role and work with our industry partners to identify and share best practices. In 2022, we continued to participate in multi-stakeholder human rights initiatives such as the VPs, as well as with our key industry associations including: the WGC; the ICMM; and the Mining Association of Canada.

Right: Lumwana Security Manager Diana Sakai Mulando surveying the Chimuwungo pit from the lookout.



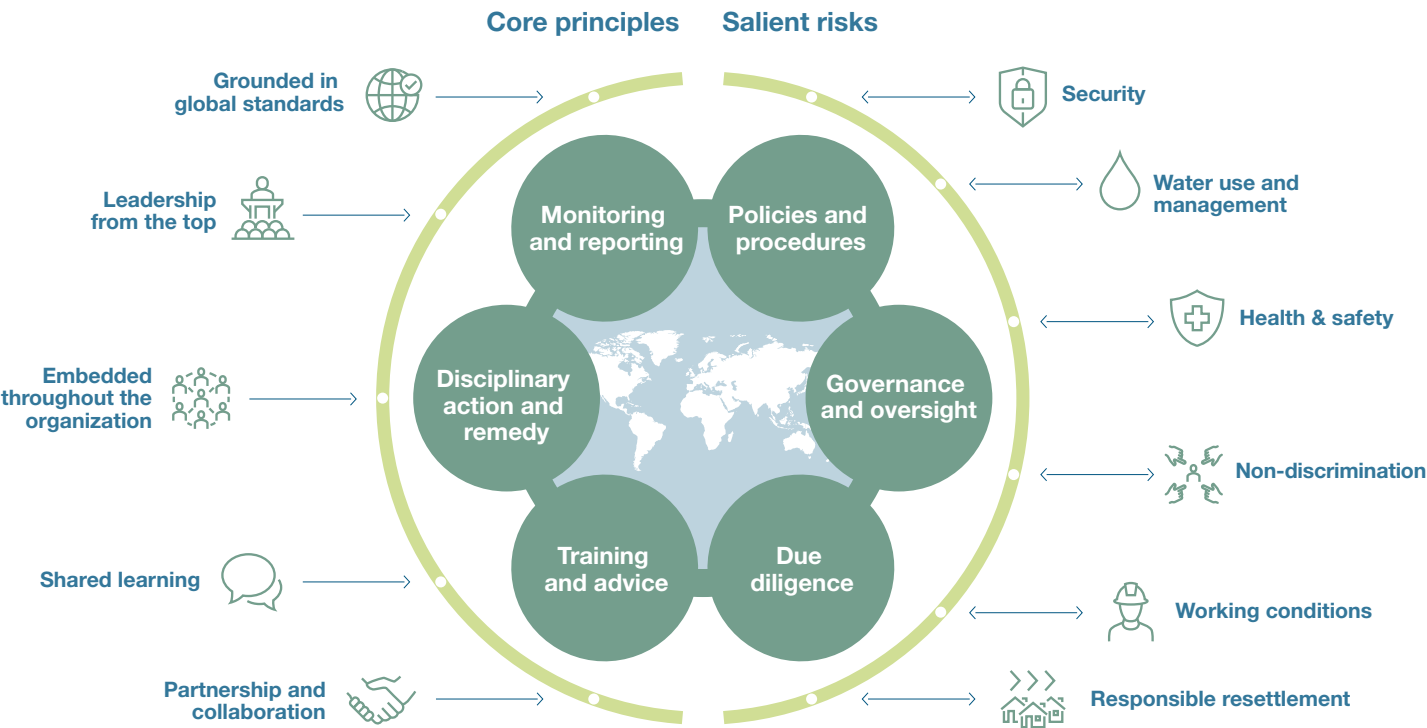
OUR SALIENT HUMAN RIGHTS ISSUES

Salient human rights issues are those that are most at risk of being negatively impacted as a result of our activities or business relationships.

We proactively identify our areas of highest risk through a wide range of internal assessments and external engagement processes. Our most important source of information to identify our risks are our stakeholders, particularly our host communities. We continuously work to build strong relationships grounded in a philosophy of transparency and continuous dialogue.

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

OUR HUMAN RIGHTS COMPLIANCE PROGRAM



Introduction

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Why Human Rights
Matter for Our
Business

► Our Salient Human
Rights Issues

Addressing Human
Rights Concerns

Our Indigenous
Partners

Diversity, Equity
and Inclusion

Natural Capital

Governance

Human rights assessments

The foundation of our approach is a stand-alone, independent human rights assessment program for the sites we operate that is aligned with the UN Guiding Principles on Business and Human Rights. Assessments are conducted by a respected independent third-party consultant, and focus on actual, potential and perceived human rights impacts on the rightsholder by our operations and all contractors, suppliers, business partners, and government entities such as public security. The assessments include a review of the policies and procedures at each site to determine whether they are effective in preventing and mitigating the risks identified.

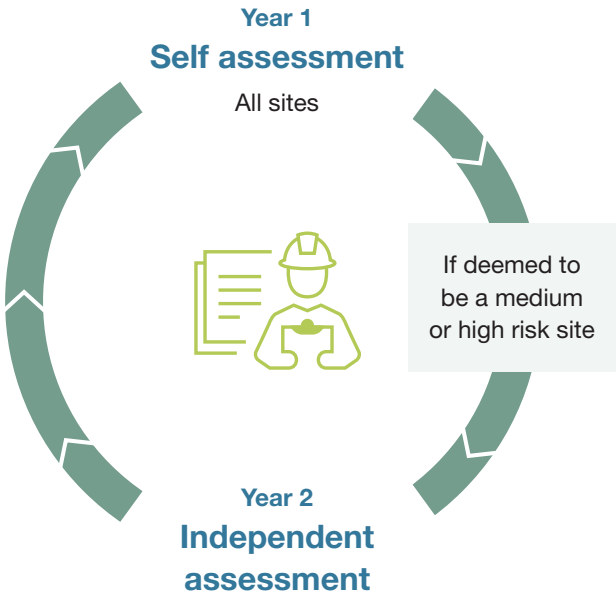
Below: Training on the Voluntary Principles on Security and Human Rights was undertaken at Tongon Mine, Côte d'Ivoire, in 2022.



Each site is assessed on a periodic cycle of two to three years, depending on the risk level as well as the number and level of identified risks to the rightsholder. The focus is on continuous improvement, rather than one-time, standalone assessments. This approach allows for the tracking of actions taken in response to risks and potential impacts identified and assessing their effectiveness. The assessments also identify best practice and promote sharing across sites on how to best manage potential negative impacts. During 2022, third party human rights assessments were undertaken at our Lumwana mine in Zambia, our Tongon mine in Côte d'Ivoire and our Veladero mine in Argentina. Human rights training was also provided to security personnel at these operations. Further detail regarding our approach to human rights and our most recent Human Rights Program is available on our website and in our [standalone Human Rights Report](#), which was most recently published in November 2021.

Our human rights assessments naturally contain sensitive and confidential material. However, we recognize the importance of transparency and are reviewing methods to be able to disclose key findings and recommendations from these assessments without compromising any confidentiality.

OUR HUMAN RIGHTS ASSESSMENT CYCLE



ADDRESSING HUMAN RIGHTS CONCERNS

Allegations of violent conflict, sexual assault and human rights abuses at North Mara

North Mara is in a remote part of Tanzania close to the Kenyan border. Since the mid-1990s, there have been allegations of human rights violations at North Mara linked to local police and private security forces. This includes allegations of sexual abuse and the use of excessive force. We are committed to addressing and resolving these allegations, and since 2019, when we took operational control of North Mara, we have worked to instill our partnership philosophy and to develop robust community relations grounded in trust and transparency.

Resolving allegations

In late 2019, a group of 10 claimants launched legal proceedings against North Mara Gold Mine Limited and Barrick TZ Limited (formerly Acacia Mining plc (Acacia)) in the English High Court at London alleging the use of excessive force by Tanzanian police in six separate incidents that occurred prior to September 2019, during the time the mine was operated by the former Acacia.

A further claimant commenced proceedings in mid 2021, and three more claimants commenced proceedings in late 2022.

While a private company, such as North Mara Gold Mine Limited, cannot be held accountable for the actions of a national police force, Barrick takes these legacy claims seriously and is committed to resolving them in an open and transparent manner.

We have chosen not to challenge the jurisdiction of the English courts to hear these claims, which are due to be heard mid-2024. In 2022, additional claims concerning alleged security incidents in the vicinity of North Mara were asserted in the Ontario Superior Court of Justice.

Third party progress

We are committed to transparent disclosure regarding the allegations at North Mara, and we engage with and welcome additional third parties to site. Such visits enable third parties to review, assess and contextualize our assertions and discuss any concerns.

In early 2023, we also hosted a delegation from the UK-based NGO Rights and Accountability in Development (RAID) at North Mara.

RAID has previously made several unfounded allegations about purported human rights abuses at North Mara.

During the visit, we sought to showcase the positive impact responsible mining can have on local communities, and offered tripartite engagement between RAID, Barrick and local village leadership, administrative authorities and the police. None of the allegations made by RAID were corroborated by the community during the visit and meetings.

Similarly in early 2022, at the request of one of our refiners, MMTC-PAMP, and in connection with an Incident Review Process (IRP) initiated by the London Bullion Gold Association in respect of North Mara, third party observers made a follow-up visit to North Mara. Feedback received highlighted significant improvements at North Mara since Barrick assumed operational control including:

- Visible changes in the community with new houses and businesses, evidencing how benefits are better shared with the community;
- Better relations with the community, with North Mara workers now able to move freely in the community;
- Establishment of accountability and clarity on roles and responsibilities including of other stakeholders; and
- Government involvement in resettlement and social investment decision-making, reflecting our partnership approach.

Introduction

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Why Human Rights
Matter for Our
Business

Our Salient Human
Rights Issues

► Addressing Human
Rights Concerns

Our Indigenous
Partners

Diversity, Equity
and Inclusion

Natural Capital

Governance

During the fourth quarter of 2022, the London Bullion Gold Association confirmed that the IRP launched in 2019 is now closed. The independent consultant, Synergy, found there has been significant measurable progress at North Mara since the original assessment in 2019, and recommended that MMTC-PAMP continue trading with North Mara. This concludes a multi-year process that provides independent support for the measurable progress and impact we have had by implementing our sustainability strategy at North Mara. Barrick continues to work closely with its communities and in-country NGOs to support socio-economic development of the region, and engage on matters of human rights and security.

Legacy concerns at the
Porgera Joint Venture

Law and order is a persistent challenge in the Enga Province of Papua New Guinea where the Porgera Mine is located. Tribal conflict regularly occurs in Enga and can quickly turn violent. Since its establishment, the Porgera mine has had to manage large influxes of illegal miners attempting to access the mine. This poses significant safety and security concerns, and there have been allegations of human rights violations linked to local police and private security forces, including between 2008 and 2011, allegations of sexual abuse, use of excessive force and forced evictions.

Investigations and terminations

We take all allegations of human rights violations very seriously. When credible allegations of sexual assault by mine employees came to light in 2010, we conducted extensive inquiries and commissioned an independent investigation. The process resulted in termination of employment for several employees who were implicated in, or were found to have knowledge of, sexual assaults. We also handed all relevant information over to the police and asked for a full criminal investigation.

Porgera Remedy Framework

Beyond our own investigation and co-operating with the police, we also worked with stakeholders to develop the Porgera Remedy Framework, a comprehensive program to compensate victims of sexual violence. The framework was launched in 2012, following 18 months of extensive consultation and research with leading national and international experts in human rights, and was one of the first processes developed under the UN’s Protect, Respect and Remedy Framework for Business and Human Rights.

The framework was open for more than two years and independently administered by highly qualified Papua New Guineans. While open, more than 90% of women who filed eligible claims resolved them under the framework. The framework concluded in 2015 with 120 cases resolved. Fifteen additional cases were remedied outside the framework. Since the conclusion of the Porgera Remedy Framework, no further credible allegations have been received. However, any accusation received is treated seriously and thoroughly investigated with the appropriate authorities.

Going forward

Further to the above, we plan to use the planned restart of Porgera as a chance to start afresh on these issues. Our commitments in this regard include installing a new management team at the mine. We will work to re-establish the community grievance mechanism in alignment with IFC and UN Guiding Principles requirements. In addition, we will also continue to help individual victims raise their concerns. As part of our Human Rights Program, independent human rights assessments will be undertaken, as well as regular training for public and private security forces on the VPs.

Introduction

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Why Human Rights
Matter for Our
Business

Our Salient Human
Rights Issues

Addressing Human
Rights Concerns

► Our Indigenous
Partners

Diversity, Equity
and Inclusion

Natural Capital

Governance

OUR INDIGENOUS PARTNERS

Indigenous Peoples often have profound and cultural connections to their lands and waters. This can be tied to their physical, spiritual, cultural and economic well-being.

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

Below: Proud graduates of the Neve Numa Scholarship Foundation (NNSF) which provides funding support to Native American students pursuing post-secondary education.



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

Our commitment to recognizing the unique rights and social, economic and cultural heritage of Indigenous Peoples and their distinct interests and concerns is set out in our Human Rights Policy and is informed by the ICMM position statement to work to obtain free, prior and informed consent of Indigenous Peoples.



Introduction

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Why Human Rights
Matter for Our
Business

Our Salient Human
Rights Issues

Addressing Human
Rights Concerns

► Our Indigenous
Partners

Diversity, Equity
and Inclusion

Natural Capital

Governance

Our partnerships

**Hemlo mine, Canada:
Netmizaagimig, Netmizaagamig
Nishnaabeg, Biigtigong
Nishnaabeg, and the Métis Nation
of Ontario**

We have established Socio-Economic Benefit Agreements and Cooperation Agreements and provided continued support to our Indigenous partners. We engage through open and transparent communication.

**Nevada Gold Mines, United States:
Native American Tribes**

During 2020, we established a Native American CDC at Nevada Gold Mines, and continue to work towards operationalizing it. We have also continued to invest in education through the Newe Numa Scholarship Fund (NNSF). Since inception in 2008, the NNSF has awarded 2,353 scholarships to Native American students totaling \$6.4m.

**Pascua-Lama project, Argentina /
Chile: Diaguita Communities of the
Huasco Alto**

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

**Donlin project, Alaska: Alaskan
Native Communities**

We have established shared values statements with twelve native communities and key stakeholder organizations in the Yukon-Kuskokwim (Y-K) region in Alaska. These statements with Donlin Gold continue to build long-term relationships and address specific needs of remote native communities. Eighty percent of the direct hires at Donlin are native Alaskans.

To achieve our goal of zero tolerance for any infringement of Indigenous Peoples’ rights, we educate our employees about their rights. Our online human rights training includes a module specific to Indigenous Peoples’ rights and how to respect these rights. During 2022 we received one allegation relating to incidents or violations of rights involving Indigenous Peoples.

Right: Father and daughter work together to fillet salmon on the beaches of Red Devil, a small village on the middle Kuskokwim River.



Introduction

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Why Human Rights
Matter for Our
Business

Our Salient Human
Rights Issues

Addressing Human
Rights Concerns

► Our Indigenous
Partners

Diversity, Equity
and Inclusion

Natural Capital

Governance

CASE STUDY



Trapping Skills Program for Indigenous Peoples in Canada

In Canada, Indigenous Peoples trapped long before there was a commercial fur trade. Trapping animals with fur provided people with food to eat, fur for warmth and medicines for ailments.

For Indigenous People, trapping helped to sustain life and maintain their connection to the land. At Barrick, we understand that the success of our business and social relationships are inextricably linked. From exploration to extraction, construction to closure, we proactively engage community stakeholders, and particularly our Indigenous stakeholders, to bring about sustainable long-term social and economic benefits.

As part of our Indigenous stakeholder engagement program, during the winter of 2023, we sponsored two Fur Harvest, Fur Management and Conservation Courses in the Ojibway Nation of Saugeen and Mishkeegogamang Ojibway Nation, both of which are located in north-western Ontario.

These courses were delivered as an in-kind donation to both communities by our Canadian Indigenous Engagement Specialist, Mark Deans. Mark is a certified trapping instructor who, with his family, operates three large traplines in north-western Ontario when he is not working his day job at Barrick.

The Fur Harvest, Fur Management and Conservation Course is a 40-hour hands-on course in which participants learn the biology surrounding furbearing mammals, their management, fur handling and ethical trapping techniques. At the conclusion of the course, participants take a written exam and practical test, and if they pass, become certified licensed trappers.



Introduction

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Why Human Rights
Matter for Our
Business

Our Salient Human
Rights Issues

Addressing Human
Rights Concerns

► Our Indigenous
Partners

Diversity, Equity
and Inclusion

Natural Capital

Governance

CASE STUDY: Trapping Skills Program for Indigenous People in Canada (Continued)

This certification affords our Indigenous stakeholders the skills and knowledge to go out on the land and practice their cultural traditions of harvesting furbearers that may be sold at auction or kept and tanned to be made into luxurious fur garments.

Between both communities, 16 trappers became certified. Additionally, each community received a donation of \$2,500 in trapping supplies which included traps, tools, and skinning knives. These donations provided the graduates with the means to go along with the skills and knowledge that they learned to become safe, successful, and ethical trappers.



These courses are just one example of how we demonstrate the importance of supporting local Indigenous Peoples and their culture with a hands-on approach, in this case, at the very beginning of the mining life cycle (exploration). The goal of this program is to bring about positive and lasting social and economic benefits. Often referred to as our “social license to operate”, these relationships are critical to our success when it comes to permitting, building, operating and closing operations.



The course brought up forgotten memories of days on the trap line. Trapping was becoming a dying traditional art. I would like to thank Mark Deans and Barrick for a renewed hope for our generation to use the basic skills we were taught, so we may return to the land with confidence.

Wilfred Machimity, course participant



Introduction

Community and People

Workplace Safety and Health

Respecting Human Rights

Why Human Rights Matter for Our Business

Our Salient Human Rights Issues

Addressing Human Rights Concerns

Our Indigenous Partners

Diversity, Equity and Inclusion

Natural Capital

Governance

COUNTRY FOCUS

CANADA: Hemlo Gold Mine

Hemlo has been operating continuously for more than 30 years. Located just north of Lake Superior on the Trans-Canada Highway, about 35 kilometres east of Marathon, Ontario, it's currently an underground operation.

Indigenous people have profound cultural connections to their lands and waters. Collaborative engagement is critical in establishing and maintaining our relationships and partnerships with our Indigenous Partners.

We believe it is important to communicate openly with all our neighbours when it comes to such things as permit applications. Prior to any application, we provide an outline of our proposed permit application and any spatial data requested to our affected Indigenous communities. This engagement enables us to seek solutions where our activities may overlap on important lands.

In Canada, near Hemlo, Barrick directly engaged with, or facilitated in, an agreement to relinquish low exploration-potential claims to be ultimately changes to withdrawn status in areas where they overlapped with important lands. These actions by Barrick will help keep cultural areas protected and conserved, while leaving open the possibility to negotiate on other suitable areas for exploration.

133,000oz
2022 gold production



253 (95% nationals)
total workforce

27,000t
CO₂e

92%
water reused
and recycled

73
formal community
engagements in 2022

4
Indigenous Partners
at Hemlo:
Netmizaagimig,
Netmizaagamig
Nishnaabeg, Biigtigong
Nishnaabeg, and the
Métis Nation of
Ontario

\$244m
economic contribution

Within Canada **98%**

Outside Canada **2%**

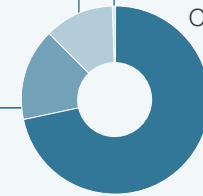
WHERE THE MONEY WENT IN 2022

Employee wages
and benefits
\$29m

Taxes and royalties
to government
\$38m

Community investments
\$0.7m
including compensation
payments

Purchases from
national businesses
\$172m



DIVERSITY, EQUITY AND INCLUSION

We know a diverse workforce is a better workforce, and that diversity provides the wide range of thinking and problem-solving skills necessary to run a global company, as well as a deeper talent pool from which to select.

We also know that diversity and inclusion are essential for a modern mining business, and it plays a critical role as part of our mission to transform natural resources into sustainable benefits and mutual prosperity for our employees, local communities, and host country governments. As an equal opportunity employer, our policy is to appoint the best person to the job based on individual strengths irrespective of gender, race, disability, ethnicity, religious belief or sexual orientation. We have made significant investments to build an effective multicultural and multigenerational workforce that is equipped to take on the challenges of a changing world through a number of initiatives to attract the best people from a variety of backgrounds.

Our strategy to achieve a more diverse and engaged workplace continues with our enduring focus in the following areas:

- Living our sustainability strategy by prioritizing local hiring to grow the cultural and ethnic diversity of our workforce. We also build the skills and capabilities of our host country workers to expand our positive impact on local, regional, and national economies;
- Doing our part to right the gender imbalance in the historically male-dominated mining industry by prioritizing initiatives that support gender diversity, including the recruitment and development of women at all levels in our workforce, from internship to management;
- Continuing our focus on recruiting and training the next generation of mining talent with the potential to become future leaders of the company; and
- Fostering an inclusive environment where our employees feel that all voices are heard, all cultures and differences respected, and that a variety of perspectives are welcome and essential to our long-term success.

2,805
total female employees
(12% of employees)

18%
of management positions
filled by women

16%
of senior management
positions filled by women

CASE STUDY



Delivering Gender Diversity in the Dominican Republic

Gender-based violence is a serious problem in the Dominican Republic, statistics indicate 10% of women in the Dominican Republic has been a victim of physical violence or sexual violence.

As a responsible employer and corporate citizen in the Dominican Republic, we are committed to playing our part to support women in our workforce and local communities and set a target for 50% of all new hires at Pueblo Viejo to be women. This target was achieved during 2022, and now almost 23% of Pueblo Viejo's employees are women.

Our wide-ranging gender and local skills training programs have contributed to the increase in women on-site at Pueblo Viejo. For example, we have a range of on-site apprenticeship opportunities available for local people where 50% of participants are women.

Apprenticeships provide training in all facets of the mine, from driving vehicles to welding and lifting. We also have a mentorship program to provide guidance, support and coaching for female team members, and in 2019, we established a Gender Ambassadors program. The program uses women from our workforce as ambassadors and advocates for women at the mine.

Each ambassador is provided with training and thereafter they:

- Take time to speak to the workforce and community about gender issues at the mine; and
- Provide support to other women working at Pueblo Viejo, including by raising any concerns with management.

The objectives of the program are to: empower, connect and offer mutual support to our female employees; increase awareness of women's rights; promote a culture of respect; and reinforce our commitment to healthy, inclusive and equal work environments.



Introduction

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Why Human Rights
Matter for Our
Business

Our Salient Human
Rights Issues

Addressing Human
Rights Concerns

Our Indigenous
Partners

► Diversity, Equity
and Inclusion

Natural Capital

Governance

Ethnic diversity

With global operations, our diversity as a business is driven by an approach that focuses on the localization of employment and talent. At each operation we strive to have a workforce that consists of people from the local community, and the host country, and which reflects the overall demographic of where we operate.

To do this we have a range of employee and community skills training and development programs designed to help our communities and workers gain the skills needed to work and progress in our business.

In 2022, 96% of our workforce were in-country nationals. We hire based on merit and do not require our people to self-identify in terms of race or ethnicity. However, our racial diversity can be inferred from analysis of the table alongside which showcases the proportion of host country nationals across each region.

Region	Sub-Region	% of host country nationals	Total host country nationals
AME	Africa	95%	9,310
	Middle East	82%	230
LATAM AP	Latin America	97%	4,357
	Asia Pacific	97%	1,124
North America	North America	98%	7,210



Right: Education is central to ensuring access to opportunities. Pupils in the science laboratory at Mutanda Secondary School in Mumena Chieftdom. The lab infrastructure and its installations were built by Lumwana Mine.



Introduction

Community and People

Workplace Safety and Health

Respecting Human Rights

Why Human Rights Matter for Our Business

Our Salient Human Rights Issues

Addressing Human Rights Concerns

Our Indigenous Partners

Diversity, Equity and Inclusion

Natural Capital

Governance

Board diversity

Our Board is carefully constructed to represent a diversity of backgrounds and experience to support our strategy, reinforce our sustainability vision, and evolve our human capital strategy to position us for the future. The Board has a deep understanding of our business, as well as the opportunities, challenges and risks our global operations.

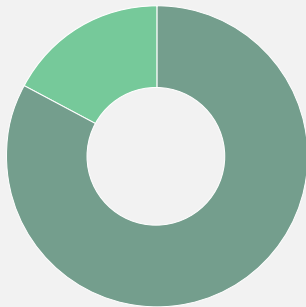
In furtherance of our commitment to thoughtful Board renewal and diversity, we have appointed seven new directors to the Board since the closing of the Merger on January 1, 2019, including four women directors with diverse backgrounds – Ms Loreto Silva, Ms Anne Kabagambe, Ms Helen Cai, and Ms Isela Costantini in August 2019, November 2020, November 2021, and November 2022, respectively – following a rigorous search and selection process overseen by our ESG & Nominating Committee.

Today, independent directors make up 83% of our Board and, in line with the target set in our Diversity Policy for women to represent at least 30% of directors by the end of 2022, women make up one-third of our Board and 40% of independent directors.

In addition, 42% of our Board is comprised of directors who self-identify as racially and / or ethnically diverse, reflective of our commitment to identifying the best candidates for nomination as directors, and having regard to Barrick’s highly specialized business and the key geographies in which we conduct our global operations.

INDEPENDENCE

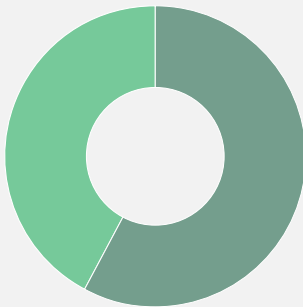
7 independent directors appointed in past 5 years



Independent 83%
Non-independent 17%

TENURE

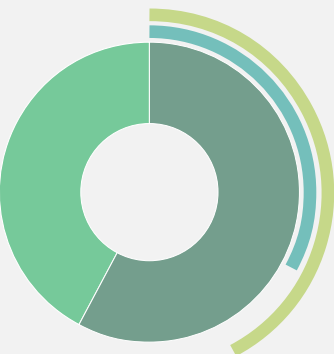
Average: 7 years



Newer (< 5 years) 58%
Experienced (5+ years) 42%

DIVERSITY¹

4 diverse directors appointed in past 5 years



Non-diverse 58%
Diverse¹ 42%
Female nominees (30% target reached) 33%
Racially / ethnically diverse¹ nominees 42%

NATIONALITIES

11 diverse nationalities represented across 5 continents

North America	Canadian, American
South America	Argentinean, Brazilian, Chilean, Venezuelan
Europe	British, Spanish
Africa	South African, Ugandan
Asia	Chinese

¹ Diverse directors are those who have identified as women, members of visible minorities, Aboriginal peoples and persons with disabilities. Four of the directors identify as women, and five identify as members of a visible minority.

Introduction

Community and People

Workplace Safety and Health

Respecting Human Rights

Why Human Rights Matter for Our Business

Our Salient Human Rights Issues

Addressing Human Rights Concerns

Our Indigenous Partners

► Diversity, Equity and Inclusion

Natural Capital

Governance

COUNTRY FOCUS


DOMINICAN REPUBLIC: Pueblo Viejo

Pueblo Viejo is located in the Dominican Republic, approximately 100 kilometres northwest of the capital city of Santo Domingo.

Pueblo Viejo is an economic driver in the Dominican Republic. Exports from 2013 to 2020 averaged around 31% of national exports. Direct and indirect taxes paid for the same period amount to more than US\$2.6 billion, averaging 19% of the total income tax paid by corporations in the Dominican Republic. Our national purchases amount to more than US\$2 billion. Pueblo Viejo has also contributed directly to the development of the Sanchez Ramirez province and local municipalities.

Barrick is committed to supporting and driving gender diversity and opportunities for women across all operations and empowering women economically is a key strategy at Pueblo Viejo. We have developed a range of gender focussed initiatives, including mentoring and training courses, community and workforce education and sensitisation, gender ambassadors onsite,

and dedicated rooms on site for mothers to express and store milk while at work. All of these initiatives have seen us increase our women participation in the workforce.


713,000oz
2022 gold production



2,834 (96% nationals)
total workforce

1,920,000t
CO₂e

64%
water reused
and recycled

23%
of employees
are female

51% & 35%
of new hires and internal
promotions are female

52%
of employees are from
the immediate areas

\$1.482bn¹
economic contribution

Within Dominican Republic **62%**

Outside Dominican Republic **38%**

WHERE THE MONEY WENT IN 2022

Employee wages
and benefits
\$134m

Community investments
\$6.1m
*including compensation
payments*

Purchases from
national businesses
\$194m

Taxes and royalties
to government
\$579m

¹ Due to the expansion project and energy demands, more than \$400m of goods were purchased from international suppliers



4 Natural Capital

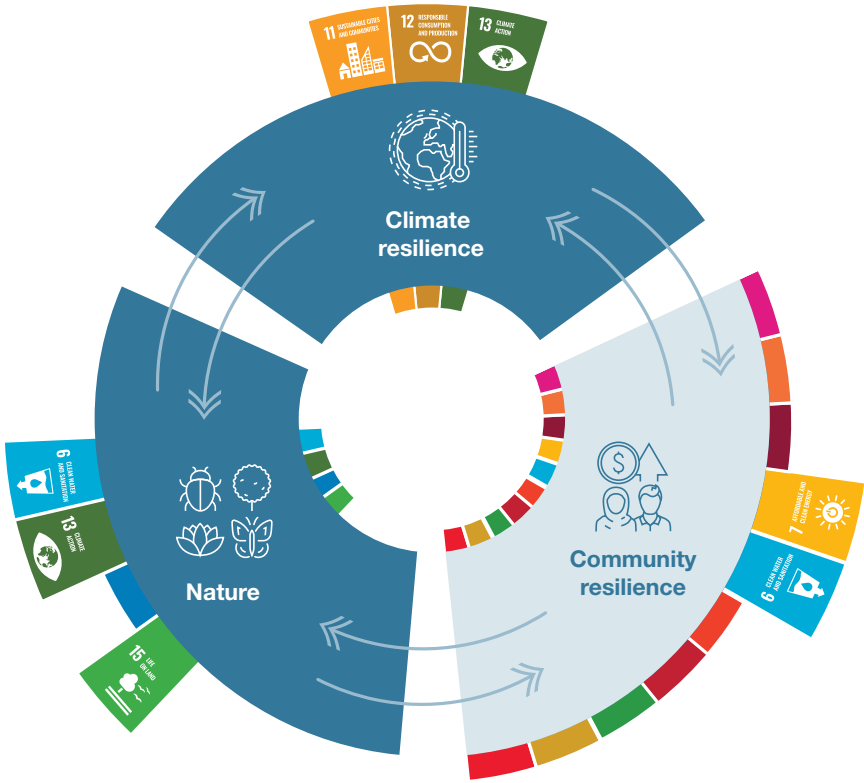
WHY ENVIRONMENTAL MANAGEMENT MATTERS FOR OUR BUSINESS

Mining, like most human activities, has an impact on the natural environment. At the same time global environmental concerns, such as climate change, water scarcity or abundance, and biodiversity loss increasingly pose risks to and could impact our operations and business.

Our operations rely on a steady and secure supply of water and energy to operate efficiently. Our operating environments are also underpinned by the natural world and require a healthy and functioning ecosystem. The sixth assessment report from the Intergovernmental Panel on Climate Change (IPCC) indicates that climate change is widespread, rapid and intensifying, and the report predicts that, without drastic action, average global warming of 1.5°C will be reached before 2040.

The World Economic Forum's 2022 Global Risks Report identified biodiversity and nature loss as the world's most pressing issue for 2022, while interlinked aspects of climate change and water were also identified as top risks.

We believe it is our responsibility to take action to address and to safeguard against these risks and manage the potential impacts of our operations in a timely and responsible manner. Failure to manage and mitigate our environmental risks and impacts could result in fines, increase our insurance, impact our access to or increase our costs of capital, or cause damage to our operations, communities and social license to operate.





CLIMATE RISK AND RESILIENCE

Addressing, avoiding, managing, mitigating and adapting to the impacts of climate change is a defining challenge of our time. For Barrick, understanding the potential implications of climate change and ensuring we adapt and build resilience, while a significant strategic focus for us, is not enough.

We also know mining, including for gold and copper, has a critical role in building community resilience and delivering the resources needed for both a green and just transition.

Across all our sites we are working to reduce our carbon footprint, identify and adapt to the potential climate-related risks to our business, and build resilience within our host communities and countries. Our approach to climate change is governed by our [Environmental Policy](#), responsibility for which lies with the Group Sustainability Executive and is overseen by our Board. Full details of our governance and risk management approach, as set out by the requirements of Taskforce for Climate-related Financial Disclosures, is [available online](#).

We have set emissions reduction targets for the short, medium and long term. Our short term and interim target is to reduce our GHG emissions by 15% against our 2018 baseline of 7,541kt carbon dioxide equivalent (CO₂e). Over the medium term our target is to reduce our Scope 1 and 2 emissions by at least 30% by 2030 against the same baseline. Ultimately our long-term vision is to achieve Net-Zero emissions by 2050, while also maintaining a steady production profile.

More important than commitments or target accreditations, is that a reduction target is demonstratable and achievable. We believe that action is more important than lip service and that is why we published our detailed roadmap with allocated capital in our 2021 Sustainability Report. This road map is continually reviewed and updated as further opportunities are identified and realized. Our updated roadmap is available on page x of this report.



Above: Wetlands play an important part in maintaining biodiversity, flood attenuation and water quality.

Introduction

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Why Environmental
Management Matter
for Our Business

► Climate Risk and
Resilience

Our Scope 3 Journey

Water Stewardship

Responding to the
Biodiversity Crisis

Waste Management

Closure

Governance

Our targets were set using a robust process that includes consideration of climate science, our current asset base and our expansion plans, as well as our realized and identified opportunities for emission reductions and the availability of technology. The methodology assumed we will, at the very least, maintain a steady state production profile. We do not rely on closing mines or lowering production to meet our emission reduction targets, nor do we rely on efforts by host governments to provide pathways for cleaner energy. Rather our targets are informed and driven by what we as a company can do to reduce our emissions going forward.

Our target setting process was guided by industry practices and market expected standards, such as the methodology of the Science Based Target Initiative (SBTi), which we recognize as an important body. However, we have also identified limitations in the current SBTi process and methodology, and have taken the decision to not formally lodge our targets at this stage. The limitations we identified include:

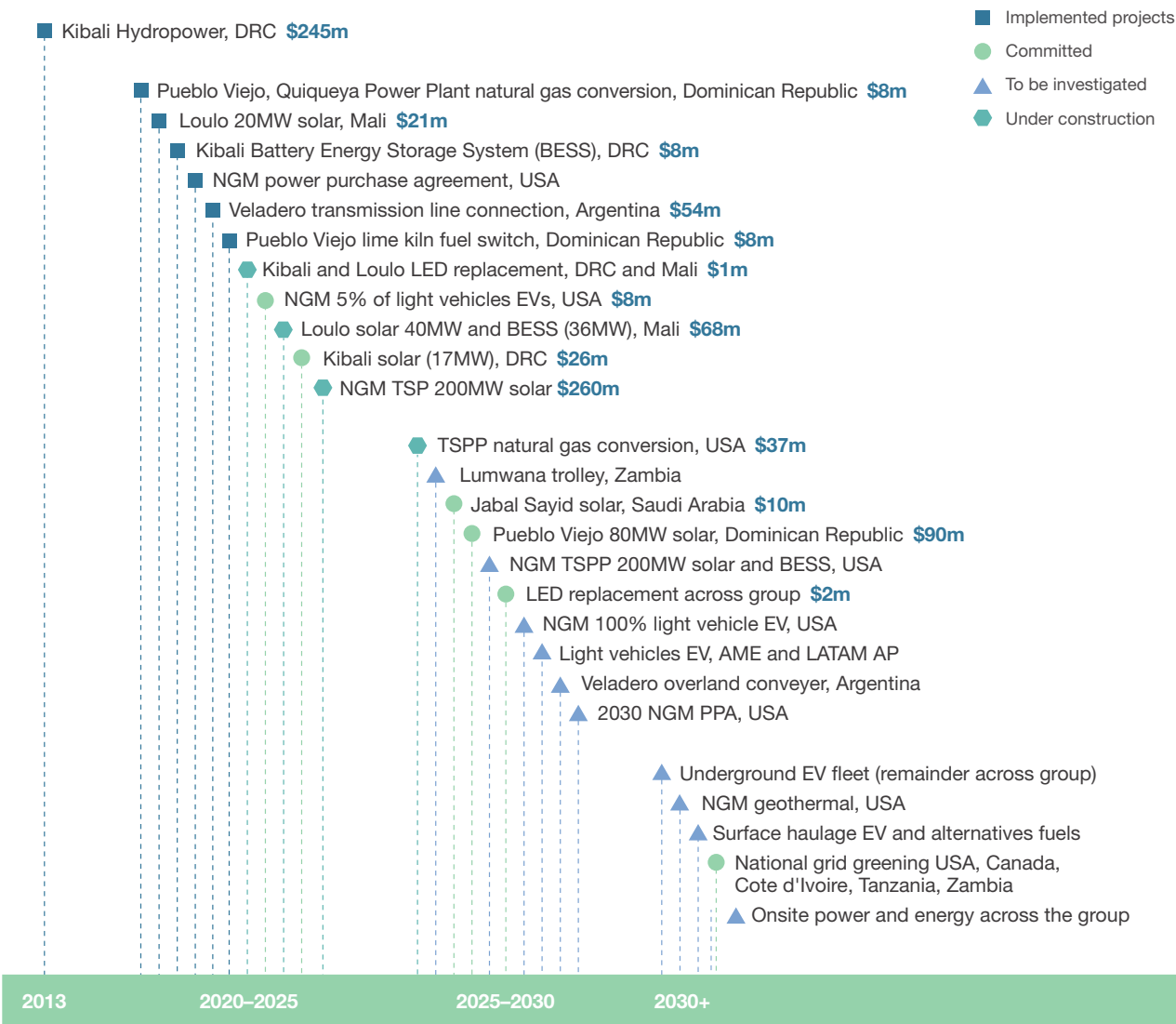
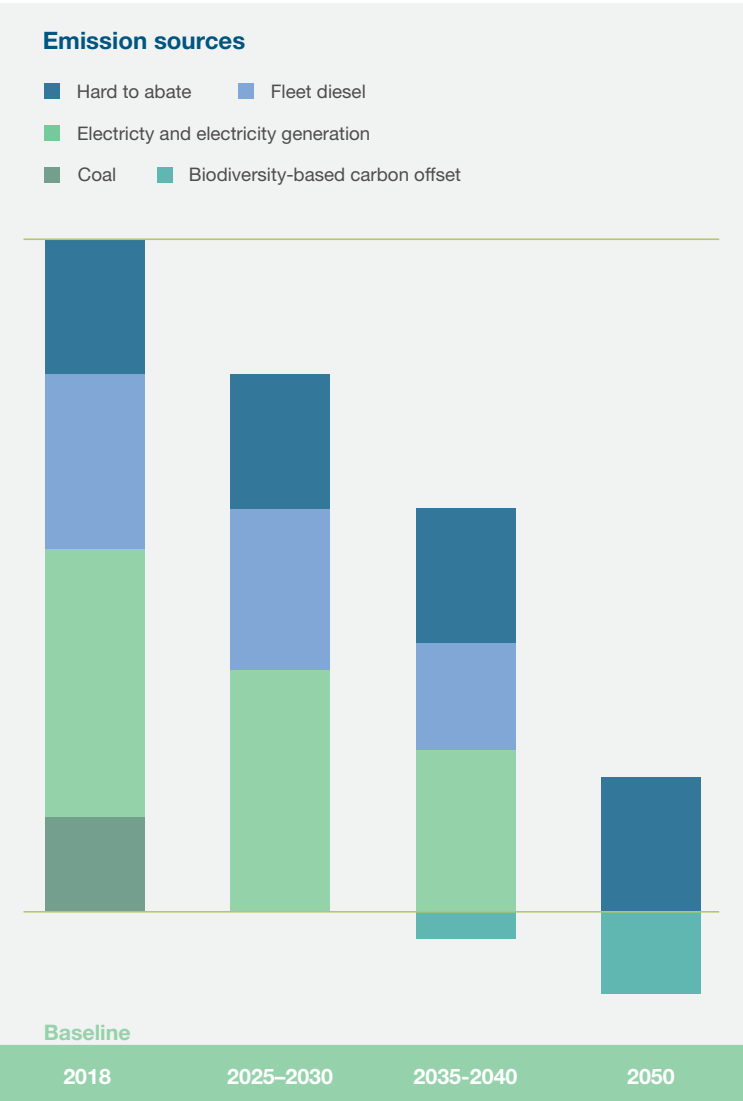
■ **A lack of mining industry specific methodology.** This means that regardless of size, commodity, nature or carbon intensity, all mining companies come out with a very similar result in terms of expected progress and target, and this approach ignores the increased need for materials to achieve a green transition, and the current supply gap for achievement.

■ **Geographic and jurisdictional limitations.** No consideration is given to national ‘carbon budgets’, particularly for developing countries, which we believe disadvantages developing nations and means they will be further left behind as developed economies transition their grids while imposing emissions restrictions.

We continue to monitor and engage with the SBTi through our industry memberships. We are also working in partnership with ICMM and the WGC to help develop a more robust and industry-specific methodology. In line with our holistic and integrated approach, we are also working to ensure the methodology also considers the need to provide a fair and just transition.



ROADMAP TO NET-ZERO BY 2050



Introduction

Community and People

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Why Environmental Management Matter for Our Business

Climate Risk and Resilience

Our Scope 3 Journey

Water Stewardship

Responding to the Biodiversity Crisis

Waste Management

Closure

Governance

Performance

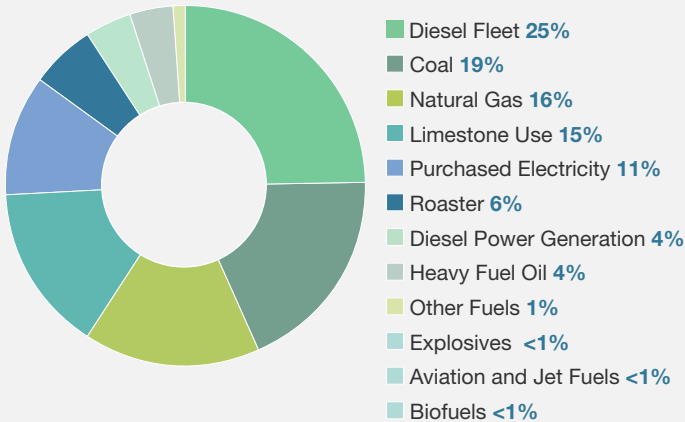
Our total emissions in 2022 were 6,705kt of CO₂e (Scope 1 and 2: market based), representing approximately a 6% reduction compared to 2021, and an 11% reduction against our 2018 baseline. 89% of our 2022 emissions were Scope 1, or direct, emissions derived from sources such as the burning of coal or heavy fuel oil at our power plants, and diesel usage for our mobile fleet. Approximately 78% of our Scope 1 emissions emanate from our operations in Nevada and the Dominican Republic. The emissions at these operations stem predominantly from the power plants we operate to provide our operations with electricity. It is worth noting that these plants also provide electricity into their respective national and state grids. For example, in the Dominican Republic as much as 30% of the electricity generated by our Quesqueya power plant feeds into the Dominican grid. Although we don't use this electricity, in line with emissions accounting standards, the emissions relating to its generation are included as part of Barrick's overall emissions footprint. These three grid-providing power stations generate material emissions for Barrick, and have an impact on our emissions intensity when compared with our peers. We are working to address the emissions generated by these facilities, and each of these power stations has a robust emissions reduction roadmap in place.

Key drivers of our emissions reductions in 2022 were our purchasing decisions, and the power purchase agreements we entered into in Nevada for NGM. One of our long-term emissions reduction projects also came online in December 2022, when we connected our

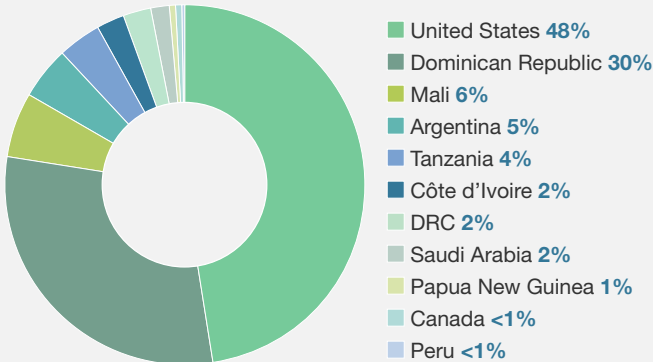
Veladero mine to the Chilean national grid, which has a higher proportion of clean energy than onsite fuel based power generation. In the Dominican Republic we also progressed our efforts to switch the power source for the lime kiln from Heavy Fuel Oil (HFO) to cleaner fuel.

Year	Scope 1 & 2 emissions (000 tonnes CO ₂ e)	000 tonnes CO ₂ e per tonne of ore processed	Energy use (GJ)
2022	6,705	0.046	84,701
2021	7,105	0.044	83,612
2020	7,527	0.045	82,429
2019	7,654	0.044	82,316
2018	7,541	0.040	63,391

EMISSIONS BY TYPE (tonnes CO₂e)



EMISSIONS BY COUNTRY



Introduction

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Why Environmental
Management Matter
for Our Business

► Climate Risk and
Resilience

Our Scope 3 Journey

Water Stewardship

Responding to the
Biodiversity Crisis

Waste Management
Closure

Governance

Scenario analysis

During 2022, we continued our work to understand the impact a changing climate may have on our business, and undertook scenario analyses for a number of sites. The findings for the scenario analysis for both physical and transitional risks at our Kibali mine in the DRC and the Loulo-Gounkoto complex in Mali are summarized below. Undertaking scenario analyses allows us to better integrate climate risk into our strategic planning and risk management processes, and to improve both the resilience of our business and our local communities.

In line with the recommendations of the TCFD, our scenario analyses for these mines considered three different scenarios, these are: Speedy Net-Zero (SSP 1-2.6); Slow and steady (SSP2-4.5); and Fossil-fueled world (SSP5-8.5).

There is a naturally inverse relationship between the physical risks to the business and the transition risks. The most extreme weather events are modelled and expected to occur under a Fossil-fueled world (SSP5-8.5), which pose significant physical risks to our business, but in a world where transition risks would have a lower financial consequence. Conversely, the faster the decarbonization, the greater the transition risk, but physical risks begin to reduce probability and consequence.

The scenario analyses and modelled outcomes allow us to understand the robustness of our strategy under the various scenarios, as global influences will determine our future world. Implementing our strategy helps ensure that our business is resilient and sustainable through all future scenarios.

The key findings from this exercise are set out below.

Physical risks

Across all scenarios, projections indicated that Kibali and Loulo-Gounkoto will be exposed to multiple climate hazards. Over the short term, changes to rainfall patterns present the most material risks to these operations. Over the medium to long term, the most material risk becomes energy supply.

At Kibali, climate projections show more extreme rainfall events, wetter dry seasons on average, but also increased drought anomalies. The consequent physical risks include failure of the TSF due to extreme rainfall events. At the same time, the mine’s hydropower stations and capacity is likely to be reduced as a result of increased droughts.

At Loulo-Gounkoto, analyses show increased temperatures will impact the complex’s solar generation capacity through solar derating, while increased extreme rainfall events will lead to increased dewatering requirements.

Our scenario analysis also determined expected population growth at a regional level. Understanding how the population may change, and the potential environmental consequences from this and climate change, helps us determine where catchment-scale and indirect impacts to our business may lie. This knowledge also helps us work with our host governments and communities to build future community resilience to climate change, which consequently strengthens business resilience.

We are now working to mitigate and manage these risks, and further details in this regard will be provided next year in our 2023 Sustainability Report.

Transition risks

In terms of transition risks, analyses show carbon pricing is the most significant risk for both Loulo-Gounkoto and Kibali across all scenarios, although we believe the probability of this risk in developing economies to be low for the short term. To address this risk, we will continue to focus on reducing our overall GHG emissions, particularly those linked to diesel use. This will help to reduce our exposure to fuel prices fluctuations and the associated carbon pricing risks.



Working on sunshine: Update on our solar plans

Solar energy opportunities are assessed across all our sites, and the photovoltaic facilities we have already installed have been an overwhelming success. They deliver significant GHG emissions reductions, while also making excellent business and financial sense. Increasing the amount of solar energy available throughout our operations is a natural next step towards achieving our GHG reduction roadmap and energy efficiency plans.

The electricity needed to power the NGM complex is drawn from a number of energy suppliers, including Barrick-owned power plants, via the Nevadan state grid. The Barrick-owned TS power plant is coal fired and is a significant source of GHG emissions for us, representing approximately 19% of our direct carbon footprint each year.

Since 2019, we have been working on a project to reduce our reliance on coal, firstly through the transition to natural gas, and then importantly with the addition of a 200MW solar farm complete with battery storage. The solar project has a budget in excess of \$260 million and is anticipated to meet 17% of NGM's total energy requirements and reduce NGM's GHG emissions by 254,000 tonnes each year, in addition to the GHG emissions reduction expected from transitioning our existing power plants from coal to natural gas.

During 2022, we broke ground on the solar farm and started construction. We also identified a partner, First Solar, to help us develop the project, secured the necessary construction permits, awarded key contracts for construction materials and installation and issued down payments to ensure delivery in the second quarter of 2023. We also began the civil and earthworks on site, including grading and exaction for the substation's foundations. We hosted a ground-breaking ceremony to mark the official start of construction, with first energy production anticipated by the second quarter of 2024. While solar is an important part of the global green transition, the procurement of solar PV panels are often sourced from China and accompanied by responsible sourcing issues relating to human and labour rights practices in their construction. NGM's solar facility will utilize responsibly-produced solar module technology which has been designed and developed in the United States in accordance with fair labour practices and adding to our contributions to the US economy, and our commitment to maximise benefits within our host countries.

Our solar plans are not limited to the United States. In 2020, we developed a 20MW solar farm at the Loulo-Goukoto complex in Mali, and we are now working to triple this capacity and expand to 60MW. We are also investigating the potential for solar power generation at the Kibali mine in the DRC, and at Pueblo Viejo in the Dominican Republic.

Right: The solar farm generation capacity at Loulo, Mali, is due to be tripled to 60MW.



Introduction

Community and People

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Why Environmental Management Matter for Our Business

Climate Risk and Resilience

Our Scope 3 Journey

Water Stewardship

Responding to the Biodiversity Crisis

Waste Management

Closure

Governance

COUNTRY FOCUS

MALI: Loulo-Goukoto Gold Complex

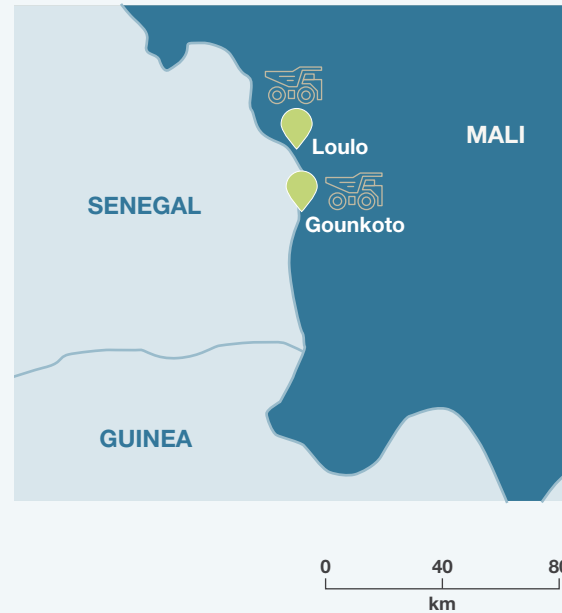
The Loulo-Goukoto complex comprises two distinct mining permits, Loulo and Goukoto, and is situated in western Mali, bordering Senegal and adjacent to the Falémé River.

The mine has an existing operational 20MW solar plant that produces 37M KWh of electricity annually. This solar power generation displaced over 8.45ML of diesel fuel and avoids over 22,689 tonnes of CO₂e emissions in 2022.

This encouraged the mine to extend the installation with an additional 40MW capacity in 2 phases. The first phase of 20MW will be completed in 2023 and the last 20MW in 2024.

The expanded solar plant will displace thermal generation, by reducing diesel consumption by approximately 23ML and avoiding CO₂e emissions of 63,000 tonnes per year.


684,000oz
gold production



2,472 (95% nationals)
total workforce

387,000t
CO₂e

79%
water reused
and recycled

37,376,228
power generated from
solar (KWh)

8,450,000
Fuel displaced (litres)

22,689t
CO₂ emission avoided

\$1.036bn
economic contribution

Within Mali **86%**

Outside Mali **14%**

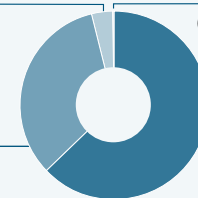
WHERE THE MONEY WENT IN 2022

Employee wages
and benefits
\$33m

Community investments
\$1m
*including compensation
payments*

Taxes and royalties
to government
\$298m

Purchases from
national businesses
\$563m



OUR SCOPE 3 JOURNEY

In 2021 we set out on the journey to calculate and quantify our Scope 3 emissions. Scope 3 quantification has many nuances and complexities. To allow for the complexities of supply chains, there are a number of approaches companies can take when calculating their Scope 3 emissions.

We are committed to understanding and taking action on our Scope 3 emissions, but we believe it is important to recognize that this requires accounting for the nuances of value chain complexities, and an ongoing refinement of methodology.

In 2021 we streamlined our Scope 3 calculation to focus our efforts and energies in the areas where our footprint is largest and where we can have the most impact in terms of changing behaviours and reducing emissions. To do this, we undertook a screening exercise for our Tier One Assets and the GHG Protocol's Quantis tool to conduct a spend based assessment and calculation. This exercise revealed:

- Scope 3 emissions likely account for more than 40% of our total emissions (Scope 1, 2 & 3); and
- 99% of our Scope 3 emissions emanate from four key categories:
 - category one – purchased goods and services;
 - category two – capital goods;
 - category three – fuel and energy; and
 - category four – upstream transport and distribution.



Right: Climate resilience awareness and engagement with our suppliers is central to our Scope 3 emissions reduction journey.

Introduction

Community and People

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Why Environmental Management Matter for Our Business

Climate Risk and Resilience

Our Scope 3 Journey

Water Stewardship

Responding to the Biodiversity Crisis

Waste Management

Closure

Governance

Within these categories, category one is the most meaningful and impactful category we can address, while category three is closely linked to our Scope 1 and 2 Roadmap to Net Zero.

Armed with this information, during 2022 we worked to further refine our approach to calculating our Scope 3 emissions. Within these categories, and across all assets, we have worked to identify priority suppliers with whom to engage regarding emissions. Our criteria for identifying these suppliers was based both on spend and anticipated emissions. In total, we identified 35 priority suppliers across the group. We sent these suppliers a questionnaire asking for a range of supplier-specific information to help us evaluate their level of climate awareness, calculate their emissions, and emissions attributable to our business, and understand their own existing and proposed emissions reduction targets and plans.

Our holistic and integrated approach to sustainability overall includes many of our local and in-country suppliers, who we are working with to improve awareness regarding climate change, and to understand their emissions and identify reduction pathways. Our aim is to both reduce their overall emissions, and thereby our total GHG footprint, and to equip local companies with the skills and information necessary to take action on climate change, thereby giving them a competitive advantage.

Where suppliers are unable to provide us with the specific information we require, we have utilized industry specific emission factors to estimate their emissions, or worked to develop a hybrid approach that utilizes a combination of supplier-specific, industry information and spend-based data. Our plan is to increase the proportion of suppliers providing specific information each year, to improve the quality of data received year-on-year, and ultimately to reduce our reliance on the spend-based approach.

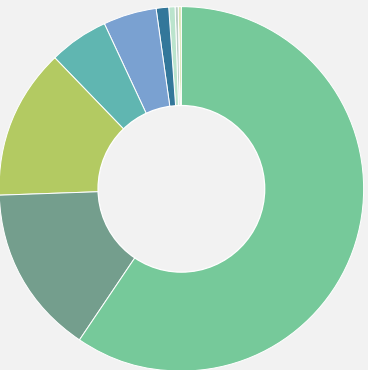
OUR SCOPE 3 JOURNEY



This will enable a sharper understanding of our overall emissions. Beyond improving the accuracy and quality of our data, we are also working with our priority suppliers to identify opportunities to improve efficiency and reduce emissions. We continue to work towards setting a Scope 3 emissions reduction target which we will disclose by the end of 2023.

In total, our Scope 3 emissions for 2022 were estimated as follows:

SCOPE 3 EMISSIONS (t CO₂e)



- Goods and services (Category 1) **4,469,000**
- Fuel and energy related activities (Category 3) **1,128,000**
- Processing of copper (Category 10) **999,000**
- Capital goods (Category 2) **413,000**
- Upstream transport and distribution (Category 4) **355,000**
- Investments and joint ventures (Category 15) **64,000**
- Employee commuting (Category 7) **47,200**
- Downstream transport and distribution (Category 9) **23,400**
- Business travel (Category 6) **11,600**
- Processing of gold (Category 10) **1,200**



WATER STEWARDSHIP

Water is a vital resource for people, communities and the environment. Access to water is regarded as a fundamental human right; however, almost a billion people globally live in countries with high and critical levels of water stress. The intersection of climate change, water over use and a growing population means that water scarcity is an increasingly growing global concern.

This is compounded by climate change with the IPCC stating that climate change will also contribute to water scarcity, with significant changes to the water cycle, and increasingly intense, frequent and extreme weather events.

Steady reliable access to water is also critical to the effective operation of our mines. We know that, without careful management, our operations can affect the availability and quality of water in the nearby environment and for other users. That is why working to manage and use water responsibly is a core component of our sustainability strategy. Our water stewardship strategy consists of the following four pillars:

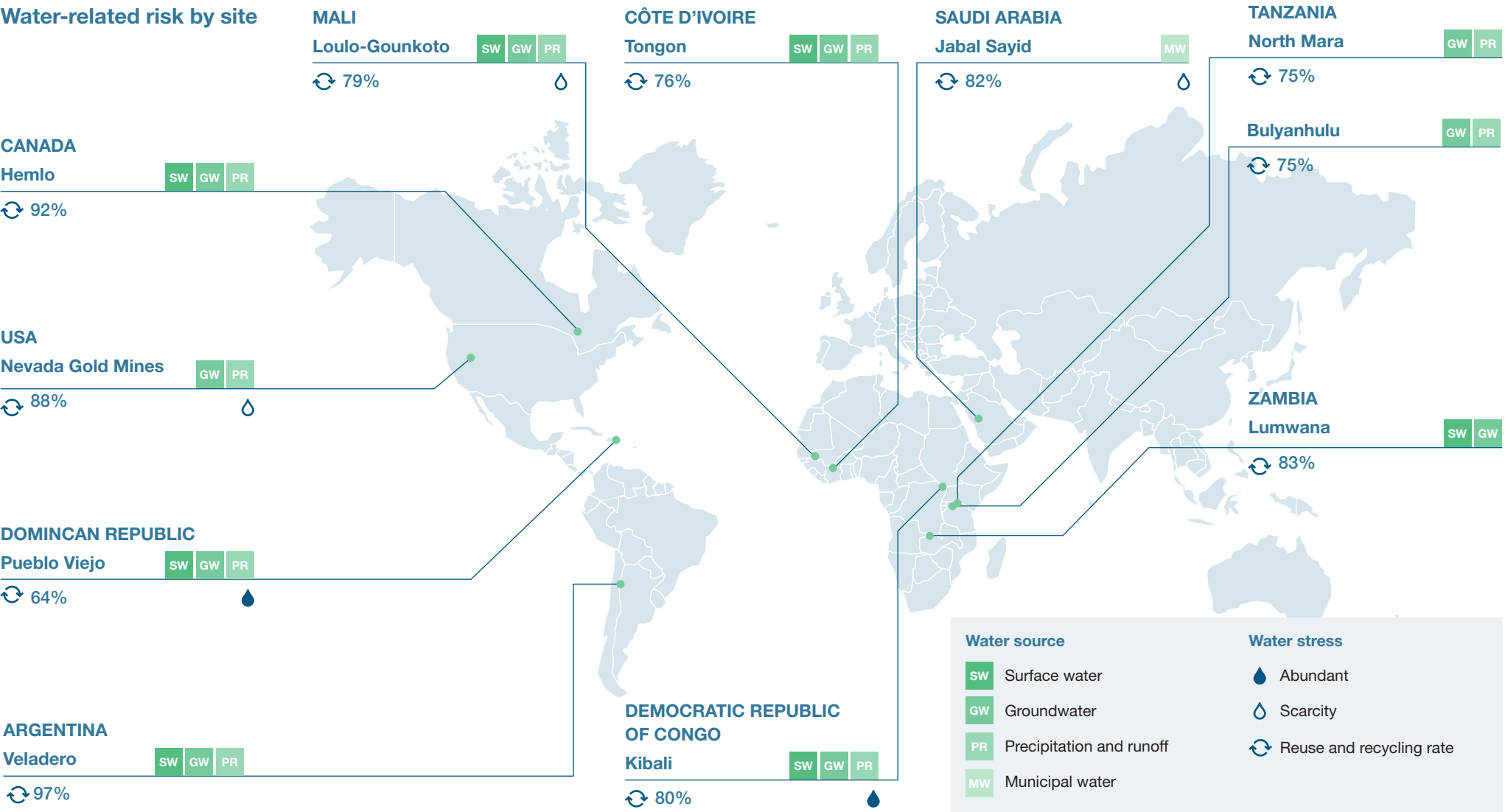
- **Conserve and protect:** high quality water resources wherever we operate.
- **Consider other users:** through basin-wide water balances that consider impacts from climate change as well as the current and future demands of our operations and other users and areas that support key biodiversity features (KBFs).
- **Sitewide balances, monitoring and management plans:** to track and ensure we don't exceed our permitted thresholds for abstraction or discharge quality.
- **Honest and open disclosure:** we have aligned our water use and management performance with the requirements of the ICMM water reporting framework. We also conduct participatory monitoring programs for community members across many of our sites.

Our commitment to responsible water use is set out in our [Environmental Policy](#) and standalone Water Policy, and details regarding our governance of water-related issues are set out on [our website](#).



Above: We undertake extensive water monitoring at all our operations. The Mara River is approximately 2km from North Mara Mine, Tanzania.

OUR WATER SOURCES AND EXPOSURE TO WATER STRESS



Introduction

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Why Environmental
Management Matter
for Our Business

Climate Risk and
Resilience

Our Scope 3 Journey

► Water Stewardship

Responding to the
Biodiversity Crisis

Waste Management
Closure

Governance

How we define and assess water stress

Access to water is a fundamental human right, and a vital input for food production and a number of industrial processes including mining. Growing populations and industry use put strain on water sources, while climate change means drought, floods and other extreme weather events are a more frequent occurrence. Water-related risks have been identified by the World Economic Forum’s risk report as one of the largest and most pressing risks facing humanity, and SDG 6 identifies ‘Clean Water and Sanitation’ as a global development priority. SDG target 6.4 specifically focuses on ensuring sustainable withdrawals and supply of freshwater in regions of scarcity, while SDG target 6.3 focuses on the reduction of pollution, seeks to halve the proportion of untreated wastewater, and substantially increase recycling and safe use globally.

Ensuring we are responsible water users is a fundamental part of our approach to water management, and each year we set site-specific and group-wide targets for the reuse and recycling of water. We regularly review our operations against our internal definition for water stress, which considers water abundance as well as water scarcity. This review uses tools such as the WWF Water Risk Filter to determine the potential impacts of each operation on its water catchment, as well as the potential risks to the business at an operational level.

The assessment also integrates each site’s water data including:

- Sources of supply;
- Withdrawals and discharge;
- Consumption and entrainment; and
- Rainfall and evaporation.

This assessment enables us to better understand and manage the water risks faced by each site. For example, our Jabal Sayid mine in Saudi Arabia is in an area of water scarcity; however, the mine receives water through a third party wastewater facility that does not have an impact on catchment water stress, and is therefore not seen to operate under stress or water risk. Despite this, at Jabal Sayid and other operations in regions identified as water scarce or vulnerable to water scarcity, our site-specific management plans take particular care to account for reduced freshwater supply for local communities and ecosystems. At these sites, we aim to use low-quality water wherever practicable, and we prioritize the reuse and recycling of water in our processes.

Right: Lumwana, Zambia: A local community member rowing on the Shikezhi dam after monitoring fish stocks as part of the community fish farming business initiative.

At the other end of the spectrum, we also regard regions of water abundance and high rainfall, such as Kibali in the DRC, and Pueblo Viejo in the Dominican Republic, as water stressed. This is due to the sheer volume of water these sites and regions are required to manage as a result of heavy rains and run-off. These mines need to either divert this water or temporarily store it as clean water to discharge back into the environment. Any rainwater that comes into contact with process areas (such as runoff through the plant) must be treated in order to meet required discharge standards prior to being returned to the environment. We prioritize the use of this water over fresh water to further reduce the quantity we need to withdraw from the environment. A site like Pueblo Viejo also has downstream water demands to consider and takes into account both discharge standards for quality and the volume released to meet environmental and societal expectations.



Introduction

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Why Environmental
Management Matter
for Our Business

Climate Risk and
Resilience

Our Scope 3 Journey

► Water Stewardship

Responding to the
Biodiversity Crisis

Waste Management

Closure

Governance

COUNTRY FOCUS

SAUDI ARABIA: Jabal Sayid

The Jabal Sayid copper operation is located 350 kilometers north-east of Jeddah in the Kingdom of Saudi Arabia. It's a 50/50 joint venture operation with Ma'aden.

Located in a water scarce area, Jabal Sayid does not use any groundwater in its operations. Instead, the mine sources it's water using treated water from the Madinah Sewage Treatment Plant, which is 200km from site. Treated waste water is trucked to site from Madinah, with a new agreement to source from the Mahd Water Treatment Plant, 45km from site which will greatly reduce transport distances.

Jabal Sayid is a zero discharge facility. A filter technology is employed that re-uses water through the production process. The tailings produced is dewatered through a series of pressure filtration units to produce a tailings with a moisture content of only 18.8%. The remaining entrained water in the filtered tailings is only 0.15m³ per tonne.

151,000,000lbs
2022 copper production



279 (82% nationals)
total workforce

107,000t
CO₂e

82%
water reused
and recycled

Dry stack
TSF design

18.8%
tailings moisture content

**Waste water
from treatment
plants**
process water source

\$518m
economic contribution

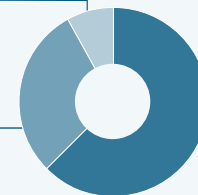
Within Saudi Arabia **78%** Outside Saudi Arabia **22%**

WHERE THE MONEY WENT 2022

Employee wages
and benefits
\$28m

Purchases from
national businesses
\$120m

Taxes and royalties
to government
\$257m



Introduction

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Why Environmental
Management Matter
for Our Business

Climate Risk and
Resilience

Our Scope 3 Journey

► Water Stewardship

Responding to the
Biodiversity Crisis

Waste Management
Closure

Governance

Securing water for
communities in rural
Nevada

Nevada is a water scarce area and the state on average receives on average of just 25 centimetres of rainfall each year¹. Ensuring our operations don't impact water for local communities is a key focus for us. Providing water for nearby communities is also part of our permit requirements for certain NGM operations. Through proactive engagement and a successful partnership, we have established a new high-quality, reliable drinking water sources for our neighbouring communities of West Wendover, Nevada and Wendover, Utah which are high-stress water areas.

West Wendover and Wendover are communities with a collective population of more than 5,500 near our Long Canyon mine, which forms part of the NGM complex. Water rights have been maintained by NGM for these communities since 2015, as part of the initial permitting activities for Long Canyon. However, our commitment to these communities began well before that. In 2013, a Water Services Agreement (WSA) was implemented to establish partnership with the cities. We've worked together since to secure the cities permanent water rights, provide a sustainable drinking water source and reduce the long-term management requirements for NGM.

In April 2022, we finalized the fourth amendment to our WSA with Wendover and West Wendover. This amendment included an increased payment by Barrick for power costs for two Pequop wells, and a commitment to maintain the associated access roads. The permanent water rights for the cities' Pequop wells were subsequently received from the State Engineer in December 2022. Issuance of these permits relieves NGM of its commitment to provide two alternate wells and piping infrastructure for the cities, who have indicated that a subsequent amendment to the WSA is no longer warranted.

¹ Source: Nevada Water Program (nature.org).



Right: West Wendover, Nevada, USA.

CASE STUDY



Building and Rebuilding Trust Through Transparent Disclosure and Improving Access to Water in Argentina

Water management at Veladero has been a source of discussion for some stakeholders. Concerns are largely linked to three historic incidents that occurred in September 2015, September 2016 and March 2017. Of these, only the September 2015 incident resulted in an out of containment release (ie water escaping from the Valley Leach Facility (VLF) boundary), when cyanide bearing process solution was released onto a road next to the VLF, a portion of which entered a nearby waterway.

This was reported to the authorities and environmental monitoring was conducted. Further to our monitoring, the San Juan Government commissioned the United Nations Office for Project Services (UNOPS) and the United Nations Environment Programme (UNEP) to conduct an impact assessment. The UN assessment concluded that the incident did not cause any impact for downstream areas and posed no human health risks. This report is also [publicly available](#).

While monitoring at the time has since confirmed that the incident had no impact on local water sources or access to water for local communities, it nonetheless continues to be misconstrued in public and is the subject of discussion with ESG ratings agencies.

Ongoing monitoring

The VLF is critical to operations at Veladero. It is lined not because of environmental concerns, but instead by design and function. Ore is placed on the top of the heap, before a sodium cyanide solution is applied to the heap to separate the gold from the ore. The gold bearing solution is captured by the lining.

Right: Veladero, Argentina: Our community participatory monitoring ensures transparency from sample collection, through to the independent laboratory testing and analysis of the results. Education is also provided to understand the results.



CASE STUDY: Building and Rebuilding Trust Through Transparent Disclosure (Continued)

In addition to the monitoring that took place after the 2015 incident, Veladero has and continues to maintain, with the help of local authorities, an extensive ground and surface monitoring system both onsite and offsite which extends more than 200km downstream of the operation.

More than 500 samples are regularly taken from 20 groundwater monitoring boreholes around the VLF, and surface water samples are gathered from a number of locations around site and at the confluence of the rivers near Jachal. Local government officials have total oversight of this testing process and conduct around 30 inspections each year.

Community participation and live streaming

To ensure the community is apprised of and understands the monitoring we conduct and the results, we hold participatory monitoring sessions for the locals to attend. Unfortunately, the large distances between the mine and communities means that this necessitates almost 2 days required for community members to participate once travel is factored in. Accordingly, attendance at these sessions is low. To deliver further and real-time transparency we have also installed publicly accessible live-stream cameras around Veladero.

Despite the results and disclosure, one local anti-mining NGO continues to assert that Veladero has a negative impact on local waterways and access. These unsubstantiated allegations culminated in a communication from the United Nations Human Rights Commission (UNHRC) special procedures. We welcome this correspondence and provided detailed feedback to the UNHRC and published an extensive refute of the NGO's statements [on our website](#).

Improving access for local communities

The San Juan province, where our Veladero mine and the Lama project are situated, has an alpine desert climate and the area has dry soils and limited rainfall. The majority of the surface water is from seasonal snow-melt. In addition, water sources from the High Andes have naturally high concentrations of metals. This means the potability of local water fluctuates and water must be treated to be safe for human consumption. Age and under-investment, however, mean that many of the existing water treatment plants around San Juan and Jachal communities do not function effectively.

We have partnered with the Municipality of Iglesia and the government's waste and water operator to assess, repair, restore and in some cases rebuild regional potable water plants. Works undertaken include the replacement of automatic chlorinators, storage tanks, pumping equipment and control panels. During 2022, the restoration of three plants was completed. For the town of Rodeo, we have also built a new potable water treatment plant with a reserve of 300,000 litres which is sufficient capacity for a population of approximately 7,000 people. During 2023, we will continue with the restoration program and also plan to install solar panels at three plants. We work to make these improvements because access to water is a focus theme for our CDCs and because we believe it is the right thing to do.

Introduction

Community and People

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Why Environmental Management Matter for Our Business

Climate Risk and Resilience

Our Scope 3 Journey

Water Stewardship

Responding to the Biodiversity Crisis

Waste Management

Closure

Governance

COUNTRY FOCUS

ARGENTINA: Veladero Gold Mine

We have one operation in Argentina, Veladero Gold Mine which is a joint venture between Barrick and Shandong Gold. Operating in the high Andes between 4,000 and 4,850 metres. Veladero, unlike many of our other operations, has no door step communities.

Veladero's communities are instead the towns and villages of the nearby Iglesia and Jachal departments, and the operation has a total of six CDCs.

To spark entrepreneurship and support local businesses, in 2018 a business incubator programme was developed. Since inception the programme has supported more than 60 micro and small businesses in the San Juan and Jachal departments. Since the start of operations in 2005, Veladero has contributed more than US\$10 billion in goods and services, taxes and salaries in Argentina.



1,049 (98% nationals)
total workforce

301,000t
CO₂e

97%
water reused
and recycled

Quarterly
participatory water
monitoring tests

500
monthly water
samples

122
water sampling
locations

\$1bn
economic contribution

Within Argentina **96%**

Outside Argentina **4%**

WHERE THE MONEY WENT IN 2022

Employee wages
and benefits
\$120m

Community investments
\$1.6m
including compensation
payments

Taxes and royalties
to government
\$220m

Purchases from
national businesses
\$663m



Introduction

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Why Environmental
Management Matter
for Our Business

Climate Risk and
Resilience

Our Scope 3 Journey

► Water Stewardship

Responding to the
Biodiversity Crisis

Waste Management

Closure

Governance

Our performance

In 2022 we reused or recycled 83% of all the water we used. This equates to 463,062 Megaliters (ML) of water reused or recycled during 2022. Overall, we consumed 74,676ML of water, achieving a water use intensity of 0.0005ML per tonne of ore processed. Our largest source of water consumption in 2022 was evaporation which accounts for approximately 43% of our total consumptive use. Entrainment in our TSFs account for a further 30% of our consumptive use.

Our water withdrawal considers direct withdrawal, such as abstraction from water bodies for use, as well as unintended withdrawal, such as rainfall that falls within our operations that we then manage and use in preference of withdrawal from other water bodies.

In total we withdrew 170,773ML of water from the environment in 2022, for a withdrawal intensity rate of 0.0012ML per tonne of ore processed. Our largest sources of withdrawals were precipitation and run off in high rainfall areas such as at Kibali in the DRC, North Mara in Tanzania, and Pueblo Viejo in the Dominican Republic, followed by rivers and streams at Lumwana in Zambia. We also continued to focus on drawing down and using water stored on our TSFs.

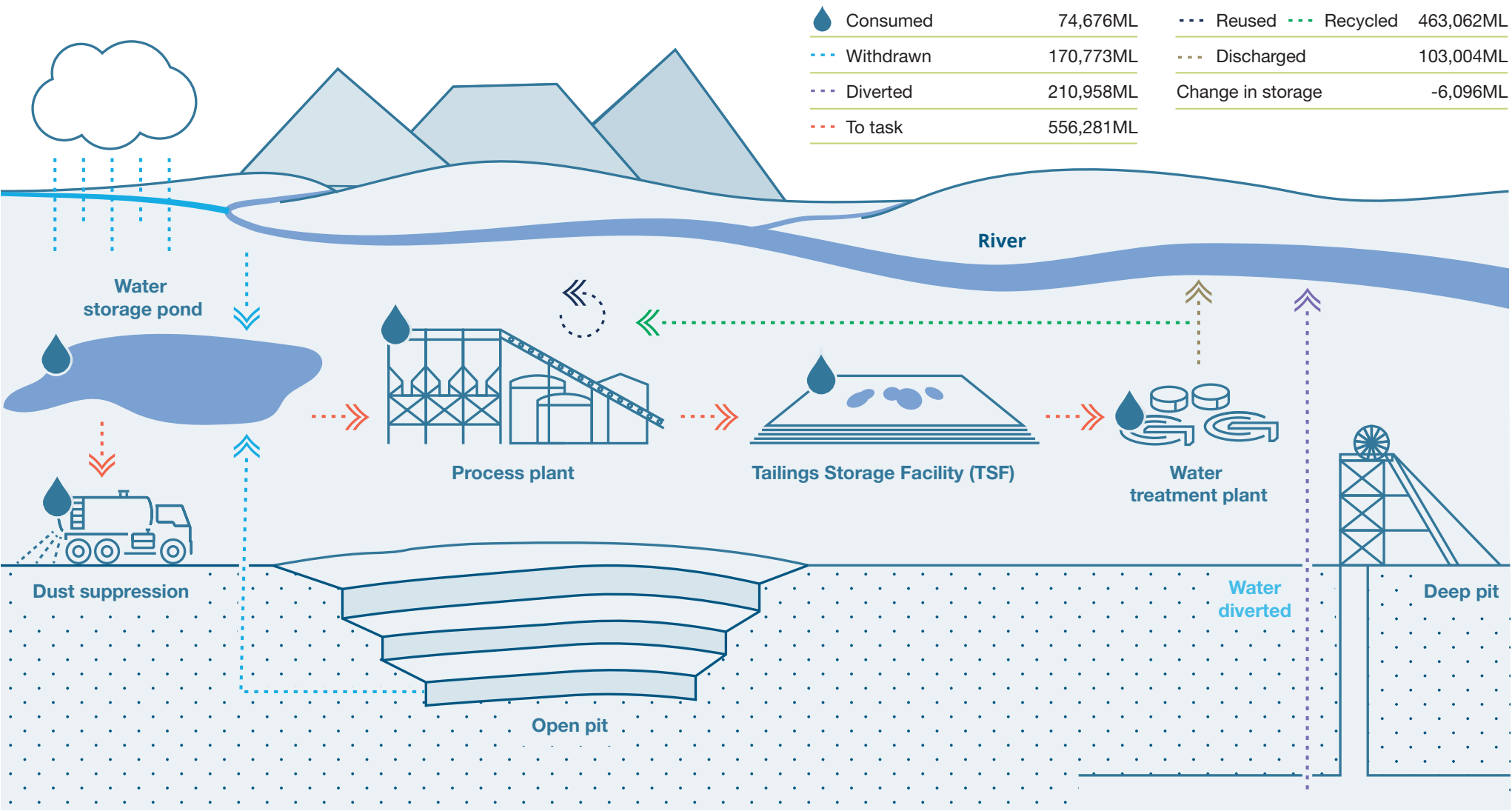
During the year we discharged 103,004ML, 88% of which was to surface water bodies such as rivers and streams, primarily at Lumwana, Kibali, North Mara and Pueblo Viejo.

The majority of the water we discharge is high quality and suitable for agricultural or potable use.

Year	Percentage of water reused or recycled	Water reused or recycled in water scarce areas	Total withdrawn (ML)	Percentage of high quality water discharged
2022	83%	86%	170,773	55%
2021	82%	84%	171,892	69%
2020	79%	78%	173,431	78%
2019	73%	78%	181,571	59%



OUR WATER CIRCUIT





RESPONDING TO THE BIODIVERSITY CRISIS

Biodiversity, or more simply put, ‘nature’ underpins many of the ecosystem services on which our mines and their surrounding communities depend. If improperly managed, mining and exploration activities have the potential to negatively affect biodiversity and ecosystem services.



Above: Patas monkey at Loulo, Mali.

Impacts could include reductions in water quality or quantity, loss of protected species and habitat fragmentation. Protecting biodiversity and preventing nature loss is also critical and inextricably linked to the fight against climate change.

The conversion of natural grasslands, forests and wetlands can release stored carbon into the atmosphere as CO₂ and reduce the number of vital carbon sinks. We also know our presence, or that of any mine, can result in population influx which puts pressure on local resources, including biodiversity. Our aim is to play a positive role in the management of the biodiversity in the areas in which we operate and for biodiversity to play a positive role in community development, as the two are intrinsically linked. Many stakeholders, particularly in the investment community, are now aware of the risks posed by poor biodiversity management. Unfortunately, there is limited understanding in our industry and the investment community as to what good biodiversity management looks like, and many stakeholders are focused on discussing the challenges of biodiversity measurement rather than taking action to drive leadership and set best practice.

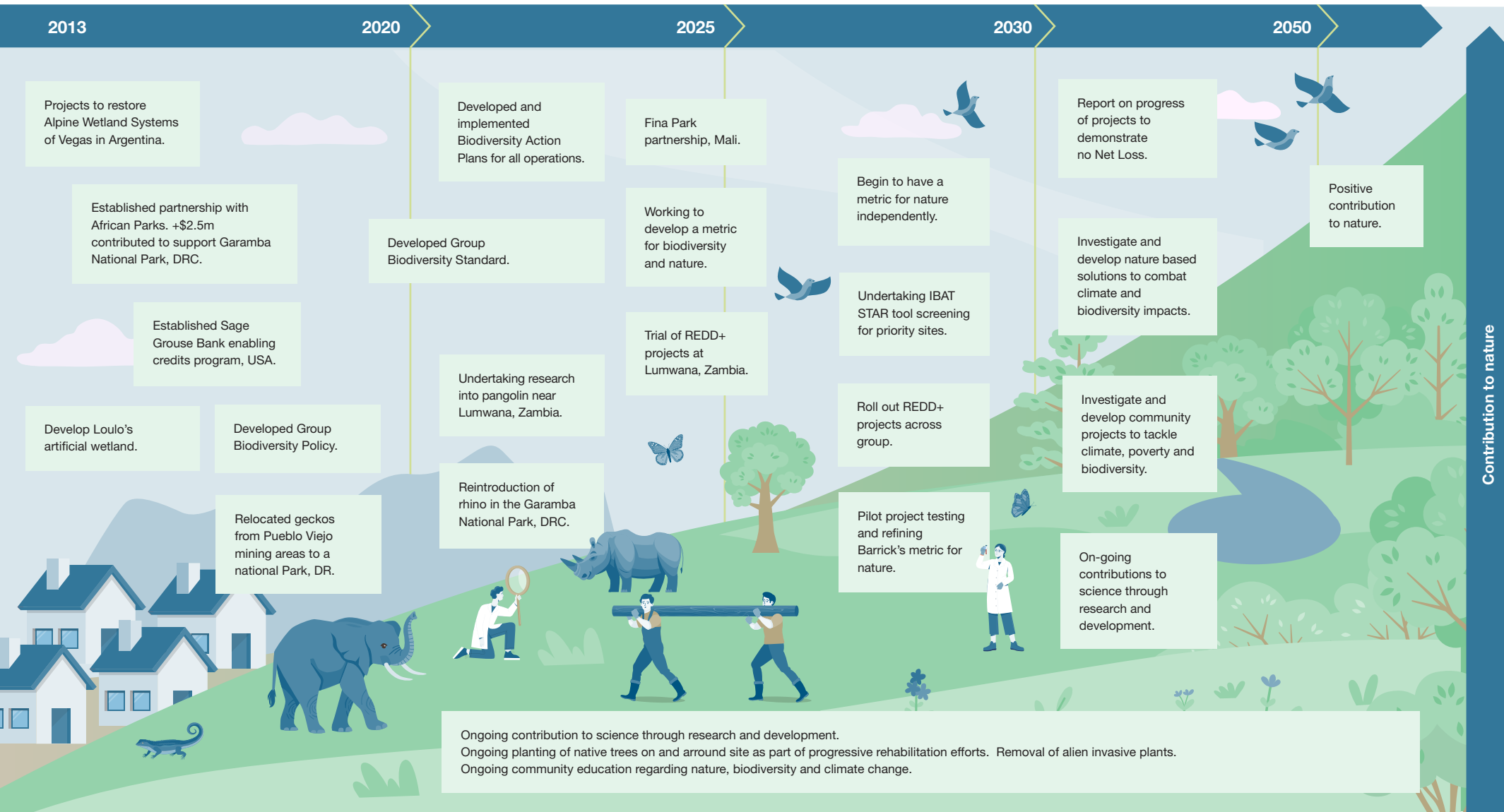
Our approach

Our approach to biodiversity management is driven by action and a fundamental goal of delivering a positive contribution for nature in the regions and host countries in which we operate. To achieve this we have committed through our Biodiversity Policy and Biodiversity Standard to:

- A net neutral impact on any KBFs identified at our sites, and
- A positive contribution to the conservation of high value biodiversity in the regions in which we operate, through the implementation of Measurable Conservation Actions (MCAs).

To achieve these commitments and to help set out what good looks like, over the next few years we plan to sharpen our focus on nature and biodiversity, and like we have for climate change, we are working to articulate a roadmap of planned actions to take now and in the future. This includes the development of our own tool to measure biodiversity or impact on nature from our operations and activities. The tool is being developed with help from independent third-party experts and will draw on and integrate metrics and thinking from existing tools such as IBAT, STAR and the LEAP tools.

OUR POSITIVE CONTRIBUTION TO NATURE: THE JOURNEY



Introduction

Community and People

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Why Environmental Management Matter for Our Business

Climate Risk and Resilience

Our Scope 3 Journey

Water Stewardship

Responding to the Biodiversity Crisis

Waste Management

Closure

Governance

COUNTRY FOCUS

DRC: Kibali Gold Mine

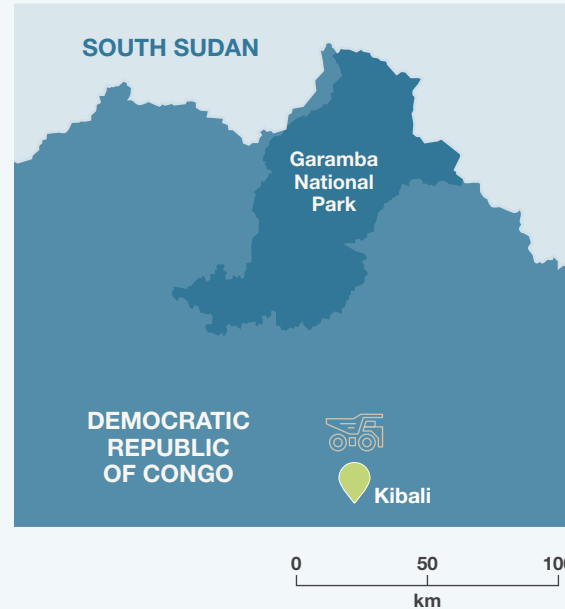
The Kibali gold mine is located in the northeast of the Democratic Republic of Congo (DRC), approximately 220 kilometres east of the capital of the Haut Uele province, Isiro, 150 kilometres west of the Ugandan border town of Arua and 1,800 kilometres from the Kenyan port of Mombasa.

Garamba National Park is Africa's oldest national park and a UNESCO World Heritage Site. The park has an area of over 5,000km², and is adjacent to four contiguous reserves with an additional 10,000km².

Kibali, located 70km to the south of the park, has supported the park, through our partnership with African Parks, since 2015. Our support and African Parks focus is not only centred on biodiversity, but also on community development.

The Park used to be home to the now extinct northern White Rhino. The reintroduction of the (southern) White Rhino is an integral part of reestablishing the natural habitats and ecosystems of this park

750,000oz
2022 gold production



¹ The total distributions to providers of capital for Kibali for the 2022 year represents the accumulation of cash over several years which was subject to various steps before it was able to be distributed to the joint venture shareholders. This occurred in the 2022 year and as such this is not representative of a typical year and so we have excluded the portion that relates to past years from the calculation of the percentage distributed within the country.

1,975 (90% nationals)
total workforce

157,000t
CO₂e

80%
water reused
and recycled

76
total rhinos to be
relocated

>\$4.5m
total relocation
investment

May 2023
first 16 rhino
relocation

\$1bn
economic contribution¹

Within the DRC **44%**

Outside the DRC **56%**

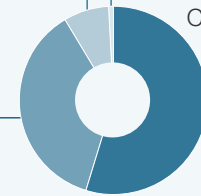
WHERE THE MONEY WENT IN 2022

Employee wages
and benefits
\$31m

Purchases from
national businesses
\$150m

Community investments
\$3.3m
including compensation
payments

Taxes and royalties
to government
\$225m



Introduction

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Why Environmental
Management Matter
for Our Business

Climate Risk and
Resilience

Our Scope 3 Journey

Water Stewardship

Responding to the
Biodiversity Crisis

Waste Management

Closure

Governance

COUNTRY FOCUS

ZAMBIA:
Lumwana Copper Mine

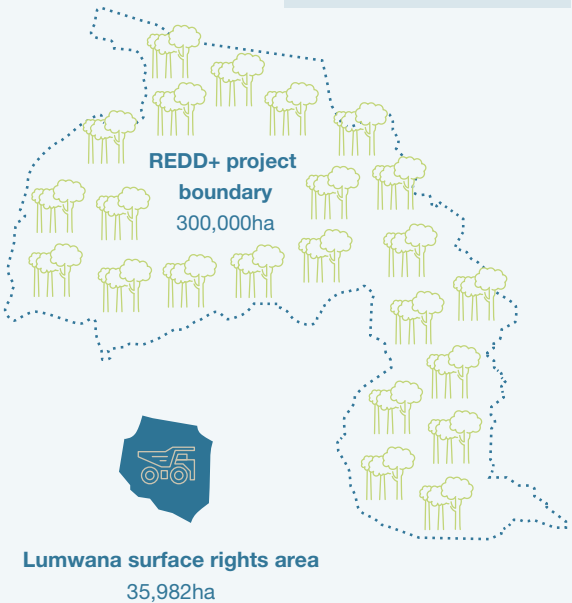
The Lumwana copper mine is a conventional open pit (truck and shovel) operation. It's located about 100 kilometers west of Solwezi in Zambia's Copperbelt – one of the most prospective copper regions in the world.

Lumwana Mine launched a REDD+ Project in collaboration with our communities surrounding the mine, and in partnership with government authorities. The Project aims to tackle deforestation and its effects on climate change and biodiversity, while providing local communities with socio-economic opportunities and alternative sources of income. The Project will also generate carbon credits that can be used to offset hard to abate emissions.

The project has potential to protect about 300,000ha and potential annual revenue return of about \$2.5 million when fully implemented and will benefit more than 40,000 community members and the government.

267,000,000lbs
2022 copper production

Our conservation
project area is
about 10 times
larger than our
mining surface
rights area.



1,785 (99% nationals)
total workforce

276,384t
CO₂e

83%
water reused
and recycled

Pangolin
protection of
endangered species

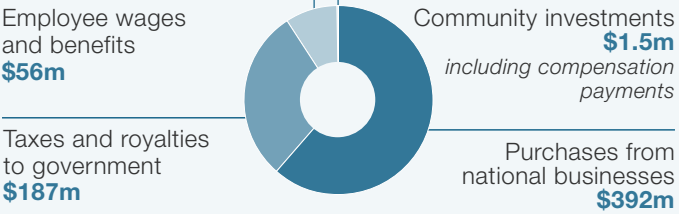
300,000ha
forested area
protected

<0.5%
deforestation rate

\$726m
economic contribution

Within Zambia 88% Outside Zambia 12%

WHERE THE MONEY WENT IN 2022



Introduction

Community and People

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Why Environmental Management Matter for Our Business

Climate Risk and Resilience

Our Scope 3 Journey

Water Stewardship

Responding to the Biodiversity Crisis

Waste Management Closure

Governance



Protecting the ordinary and the extraordinary, and contributing to science in the Dominican Republic

The Dominican Republic, where our Pueblo Viejo mine is located, is a biodiversity hotspot and home to more than 5,600 plant and 200 bird species. This richness of biodiversity is evident at Pueblo Viejo, with Environmental Impact Assessments conducted in 2005 and 2008 revealing that the site is home to: 502 species of flora, 12 species of mammals (7 introduced), 65 species of birds, 13 species of amphibians (11 endemic) and 13 species of reptiles (7 endemic). We are committed to protecting and preserving the biodiversity at Pueblo Viejo.

The limestone quarry on site at Pueblo Viejo is teeming with biodiversity including geckos, bats and Hutia

In 2019 at the quarry at Pueblo Viejo, we identified a small species of diurnal gecko closely resembling *Sphaerodactylus samanensis*, a species that lives in karstic caves and listed as Critically Endangered by both the Dominican Red List and by the International Union for the Conservation of Nature (IUCN). In response to this discovery, we commissioned extensive fieldwork and studies to confirm the identification of the species and to map its distribution in a large area around the mine.

The gecko’s range had previously been thought to be confined to a very limited locality in the Los Haitises National Park. To minimize impacts to the gecko population while fieldwork and additional scientific studies were underway, we deferred the mining of a portion of the limestone quarries to act as a refuge for the geckos for a period of three years. At the same time, geckos within the immediate disturbance footprint were relocated to a nearby karst habitat. Trials to recreate karst habitat to understand if the species could colonize new habitats were successful.

In addition to the field campaigns, genetic and morphological studies were conducted, enabling us to conclude that the geckos found on site, initially thought to be a sub species of the *S. Samanensis*, was in fact the same species - *Sphaerodactylus samanensis*. The fieldwork showed that the size of the population and the extent of its habitat were greater than previously understood and would no longer trigger the designation of Critically Endangered under IUCN criteria. The information collected from the fieldwork has been shared with the IUCN to be used for both the review of the conservation category of the gecko, and also for future scientific research on this endemic species.

During 2022, we also worked to move Hutia (a large rodent found in the Caribbean) away from the quarry to a safer location away from the mine site. To accomplish this, we worked with local biodiversity experts to identify a suitable location, before tagging and releasing them in their new burrows. We undertook extensive monitoring, including the use of camera traps to ensure the Hutia settled and adapted to their new homes. In doing so, we gained a deeper understanding of the Hutia’s social order, and contributed previously unknown information to scientific knowledge about the Hutia.

Our commitment extends not only to protecting KBFs or rare and unique species, but to all biodiversity. For example, we inspect all palm trees for signs of the Palmchat, which is the national bird of the Dominican Republic. While not endangered, if any palm tree onsite is found to contain Palmchat nests, it is cordoned off, not disturbed and monitored until the eggs hatch.



WASTE MANAGEMENT

Mining, mineral processing and other associated activities generate a number of different waste streams, including tailings, waste rock and non-processing wastes that could pose a risk to people and the environment.

We have long worked to reduce the waste and pollution that stems from our operations and strive to keep products in use, reimagine projects for reuse elsewhere on site, and deal with the waste we generate in a responsible manner to help mitigate its impact on the natural environment.

Our waste management procedures promote the waste management hierarchy – reduce, reuse and recycle. Reducing mine waste and increasing recycling throughout the mine life cycle drives down costs at closure and reflects our commitment to operating in a responsible manner.

Reduce, reuse and recycle

SDG 12 prioritizes the responsible use of resources for a sustainable future and includes targets to reduce the generation of waste and promote and increase recycling. SDG target 12.5 in particular aims to substantially reduce waste generation through prevention, reduction, recycling and reuse by 2030. All our operations have waste sorting areas for the separation of metals, wood, and equipment, as well as a waste oil collection. Wherever possible we work to reuse or recycle products. Used tires for example are often integrated into our site landscaping and retaining walls or used to build traffic control islands.

In our AME operations, local artisans also come to our waste facilities to collect items such as wood to transform into furniture or aluminum to recast into outdoor cooking pots which they sell, thereby transforming waste into products for future use and providing a local income. For example, at Lumwana in Zambia, the mine’s salvage yard sorts and collects usable timber from former packaging boxes and provide it to local carpenters to make beehives for a beekeeping project. By recovering and reusing this wood, we have managed to halve the cost of the project, provide income for the carpenters, develop hives with a 25% greater yield than the traditional single use bark hives, and reduce the volume of waste we send to landfill. This project is a good example of our holistic and integrated approach to sustainability. Not only does it help to reduce waste, it also provides hives for the local bee population which is a critical pollinator and helps to maintain biodiversity, food sources and an income for the local community.

For the waste we can’t reuse onsite or in the community, we work to identify local companies to collect, recycle and dispose of our waste for us. These companies must meet our standards for safe handling and disposal. Across the group in 2022, we recycled more than 56,000 tonnes of waste.

Large quantity recycling in rural Nevada

In rural Nevada, access to large scale recycling centres is extremely limited, and our NGM operations are more than 240km away from the nearest recycling centre. For both Nevadans and our operations, these distances add time and costs, and have been a huge hurdle for rural recycling. Further, state research indicates that neither the economics or the demand are at a level sufficient to support a rural recycling program for paper, plastic and aluminum.

These challenges, however, have not deterred us from recycling wherever practicable. NGM’s recycling program prioritizes wastes which are produced by our operations in high volumes, such as metal, electronics, and used oil / antifreeze. In 2022, NGM recycled nearly 13,000 tonnes of metal materials, including mill balls and liners from the processing facilities and ground support bolts and wire from our underground operations. Lastly, as part of maintaining large fleets of equipment, NGM has recycled almost 3.5 million litres of used oil and 200,000 litres of spent antifreeze.

Safe treatment and recycling of electronic or e-waste is also a global challenge with the UN stating that the vast majority of the world’s e-waste is not safely managed. At NGM, we have a robust program for recycling e-waste, such as computers and phones, and in 2022 alone, NGM recycled 21.3 tonnes of e-waste.

TOTAL WASTE GENERATED BY TYPE

Tonnes	2022	2021	2020
Hazardous waste	74,512	22,915	30,730
Non-hazardous	79,357	65,663	57,144
Total waste recycled	56,094	62,353	52,601



Responsible tailings management and dam safety

Tailings are the material which is leftover following the processing of mined ore. They consist of crushed rock, unrecoverable metals, and the chemicals from processing used to extract the target metals from the ore. They are our most significant waste stream and must be carefully managed to avoid harm to people and the environment.

Tailings typically leave a processing plant as a slurry of fine mineral particles and water, which are disposed of using the following methods:

- **Backfilling:** Slurry is incorporated into thickening materials and incorporated into materials used to backfill pits of mined out underground stopes; and
- **Storage facilities:** Slurry is pumped into specifically designed and engineered repositories known as tailings dams or TSFs.

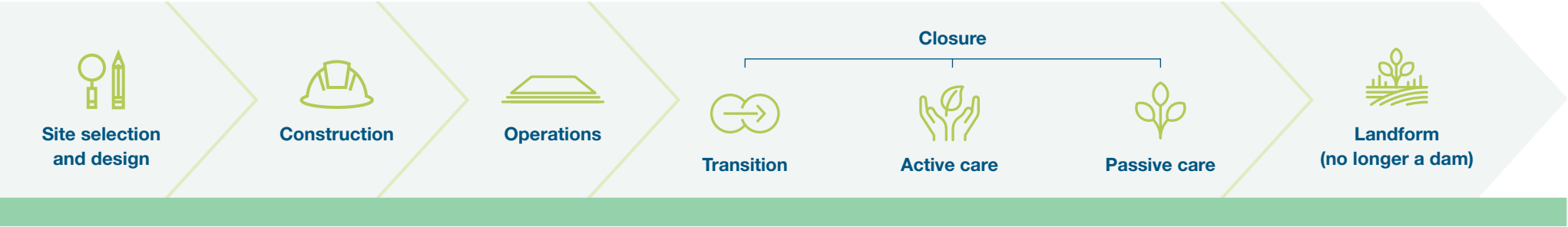
TSFs must be carefully monitored and maintained throughout their lifetime to ensure dam wall stability and prevent seepage of any contaminants into the environment.

We have adopted a group-wide Tailings and Heap Leach Management Standard that aligns with international best practice and sets out how we manage our TSFs, starting with siting (ie choice of location) and design, through to operation and closure, as well as the key roles required for the management of all TSFs, including an Engineer of Record, and a Responsible Person.

It also sets out six levels of inspection and surety for the safe management and operation of TSFs and heap leach pads. This requires engagement at all levels to support the approach, and our TSF inspections are conducted by site, regional, corporate and external resources including independent tailings review boards.

At the heart of our approach is the safety of people and the environment. This commitment to safety drives how we manage our facilities. Further details regarding our approach to tailings management, including an inventory of our TSFs, is available [on our website](#).

LIFE CYCLE OF TAILINGS DAMS



Introduction

Community and People

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Why Environmental Management Matter for Our Business

Climate Risk and Resilience

Our Scope 3 Journey

Water Stewardship

Responding to the Biodiversity Crisis

► Waste Management Closure

Governance

The volumes of mineral waste produced across the group is provided in the following table.

Tonnes (000)	2022	2021	2020
Total volume of tailings material produced	94,679	98,880	115,437
Total amount of waste rock deposited on surface	340,434	895,471	382,632
Total mine waste deposited on surface	427,781	511,380	498,069
Proportion of waste that is potentially geochemically reactive	78,948 (18%)	59,584 (12%)	29,126 (6%)

Progress to the Global Industry Standard on Tailings Management (GISTM)

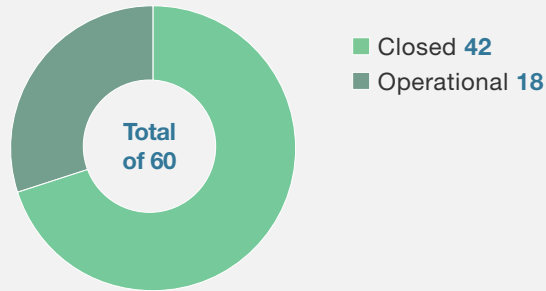
We currently manage 60 TSFs of which 18 are active and 42 are closed. A riverine tailings disposal system was used at Porgera prior to entering care and maintenance in April 2020. All our TSFs meet regulatory requirements and continually work to best practice. We are committed to the implementation of the GISTM and were actively involved in its development.

In 2020, we began the work of reviewing and aligning our TSFs with the standard. These reviews have resulted in the development of a prioritized list of actions to reduce the risks at each of our TSFs to the lowest possible level.

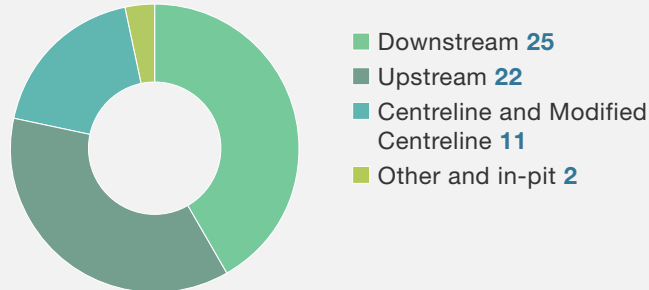
In line with the requirements of GISTM, our priority facilities will conform to GISTM requirements by August 2023, with our other facilities to follow by August 2025. Our priority facilities include those with Extreme or Very High Consequence Classifications and includes both operating and closed facilities.

We are currently planning a new TSF for our Pueblo Viejo mine in the Dominican Republic. In connection with this new TSF, we have worked to implement GISTM requirements including a Multi-criteria Alternatives Assessment (MAA), which considered a range of factors, including environmental and social aspects, as well as economic factors for siting of the new facility. In line with our commitment to sustainability we weighted environmental and social aspects equally with economic factors when considering a location for the new TSF. This has resulted in the selection of a site which will cost more from an economic perspective, but will have less of an impact from an environmental and social perspective.

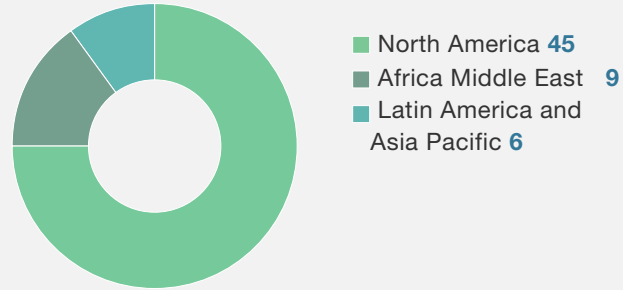
TSFs BY STATUS



TSFs BY DESIGN



TSFs BY REGION



Introduction

Community and People

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Why Environmental Management Matter for Our Business

Climate Risk and Resilience

Our Scope 3 Journey

Water Stewardship

Responding to the Biodiversity Crisis

► Waste Management Closure

Governance

In 2022, we also conducted detailed independent reviews of the TSFs at nine sites (Kibali, Loulo, Tongon, North Mara, Phoenix, Nickel Plate, Grizzly Gulch, Golden Sunlight and Pueblo Viejo El Llagal) and conducted follow-up reviews including site visits at five TSFs (Bulyanhulu, Carlin – Goldstrike, Carlin – Gold Quarry, Cortez and Pueblo Viejo Naranjo). We also completed measures to further buttress facilities at our closed sites including Nickel Plate (Canada) and Mercur (US).

Riverine tailings at Porgera

We use riverine tailings disposal methods at the Porgera Joint Venture (PJV). That means rather than depositing tailings in a TSF, the tailings and erodible rock are released into the nearby Porgera River. This is not our preferred method of tailings management; however, the area is prone to heavy rain and earthquakes, which means a traditional tailings impoundment would be at very high risk of collapse. Based on the risk profile, a riverine tailings system is currently the best tailings disposal solution for PJV as it poses the lowest risk to human health, local communities and the environment. Naturally high sediment loads in the Porgera River mean it has never been a source of drinking water for local communities. But regardless of local water quality, we take care to ensure we are managing and minimizing the risks associated with riverine disposal.

This means that prior to discharge, tailings undergo a two-stage treatment process to comply with stringent discharge criteria including a series of chemical processes to destroy cyanide and raise the pH level of the water. We have also built a tailings paste plant so that some of the tailings material can be used to produce cemented backfill for the underground workings.

This has helped to reduce the amount of tailings material entering the river by as much as 13% since 2011.

As we prepare to restart Porgera, we are also developing a plan to further reduce the volume of tailings that would be disposed of in the river.



COUNTRY FOCUS

PAPUA NEW
GUINEA:
Porgera Gold Mine

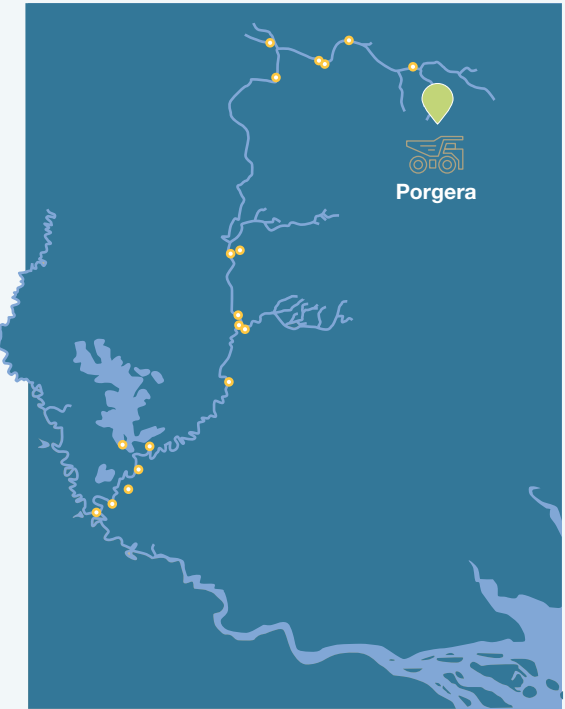
The Porgera Joint Venture is an open pit and underground gold mine located at an altitude of 2,200-2,600 meters in the Enga Province of Papua New Guinea, about 600 kilometers north-west of Port Moresby.

Porgera Gold Mine has been in care and maintenance since 2020.

The binding framework agreement outlines the new Joint Venture will be 51% Papua New Guinea stakeholders, including Porgera landowners and Enga Province, and 24.5% Barrick and 24.5% Zijin Mining.

Although a re-opening date of the mine is not yet established, preparations and planning are underway.

During 2022, extensive environmental monitoring was undertaken along the river courses, despite no tailings disposal taking place. The report will be made available on the



Water monitoring

1,155 (97% nationals)
total workforce

44,000t
CO₂e

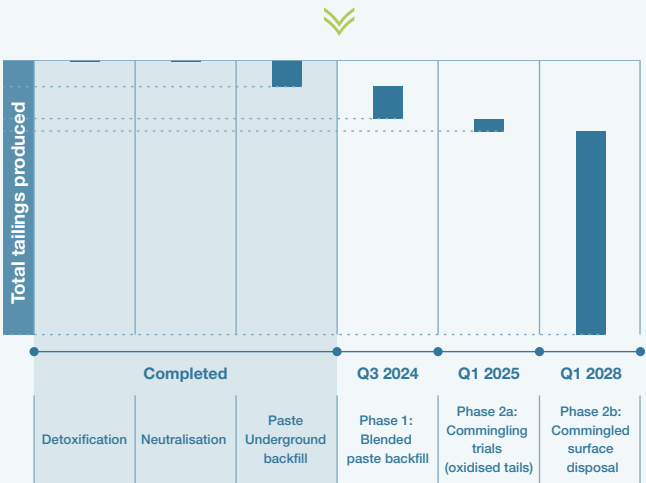
n/a
water reused
and recycled

600km
riverine monitoring

~4,000mm
annual rainfall

Q3 2024
riverine tailings reduction
trial target

TAILINGS REDUCTION ROADMAP



Introduction

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Why Environmental
Management Matter
for Our Business

Climate Risk and
Resilience

Our Scope 3 Journey

Water Stewardship

Responding to the
Biodiversity Crisis

► Waste Management
Closure

Governance

Mercury management

The geology in Nevada and Latin America contains naturally occurring mercury, which can be mobilized as a by-product during processing and could pose a risk to human and environmental health if not carefully managed. We are aligned with the ICMM position statement on Mercury Risk Management and follow a rigorous approach to the management of all hazardous chemicals and reagents.

Our operations have a range of controls to manage mercury throughout processing, which includes the use of retorts, scrubbers, condensation towers and activated carbon filters which trap any mercury vapor before it can be discharged into the atmosphere. At NGM, the air pollution control devices on our thermal processing units (such as roasters, autoclaves and refineries) meet Nevada Maximum Achievable Control Technology standards, which are best practice and the most stringent for the gold industry in the United States.

In Latin America, we ship mercury for permanent safe storage in a decommissioned area of a former salt mine in Germany. In December 2022, we safely shipped 150 tonnes of by-product mercury to Switzerland for stabilization. Disposal is expected to be completed in the fourth quarter of 2023 in Germany.

In the United States, mercury disposal has been more challenging. Federal regulations prohibit the export of elemental mercury, and the United States does not have a permanent government regulated storage facility. At present, captured mercury compounds are temporarily stored on site at NGM. To address and resolve these challenges we have built relationships with a number of waste companies and are working with them and the state government to further enable safe and environmentally responsible long-term disposal.

Cyanide

Currently, using a sodium cyanide solution to separate gold from ore is the safest, most effective and most economic recovery method. However, at certain concentrations, if not carefully handled cyanide use can pose serious or even fatal health hazards for people and contaminate the environment.

We are a signatory to the International Cyanide Management Code (ICMC) and a member of the International Cyanide Management Institute (ICMI). We adhere to best practices for the safe transportation, storage, use and disposal of cyanide. Importantly this means that the cyanide concentrations in our tailings are at a level that is not considered dangerous. We conduct regular internal audits against the ICMC and monitor local waterbodies and any discharge for traces of cyanide.

Under the ICMC, each mine that uses cyanide must also receive a third-party certification inspection. All Barrick's operational mines, with the exception of Kibali, are ICMC certified. Kibali is on track to achieve compliance in 2024.

In addition, we provide training for all workers including contractors who handle, transport and dispose of cyanide for us. In the event of an emergency or spill, all sites have specialized clean up and safety equipment and the emergency response teams have received specialized training in cyanide, management and clean up.



Above: Veladero, Argentina.

CLOSURE

When done well, mine closure can leave a lasting, positive and sustainable legacy. We aim to reclaim land disturbed during mining activities, and leave behind a sustainable local economy and health functioning environment.

Mine closure, if poorly managed, can result in unproductive land, permanent damage to the natural environment, leave gaps in community development and result in financial liabilities. Unfortunately, the mining industry has a legacy of poor closure and lasting liabilities.

Our approach to mine closure begins before mining starts and carries on throughout each mine's life. It also reflects our ambition to share the benefits with stakeholders, and our goal of sharing benefits and maximizing value for local communities equally applies to how we close our mines. How we manage the environmental and social aspects of closure is set out in our Closure Standard, and we develop site-specific closure plans for all mines before construction starts.

Our Closure Standard also ensures that operating sites consider the consequences of today's decisions for the future. For example, we generally don't regard 'Active long-term water treatment' as an acceptable closure strategy. Instead of relying on water treatment plants that will consume energy and resources, and produce waste long into the future, we are committed to finding cost-effective and nature-based solutions today to prevent negative impacts on water quality where possible and to use sustainable, low-impact mitigation technologies, if necessary.

Right: Natural vegetation well established on a waste rock dump at North Mara, Tanzania.



Introduction

Community and People

Workplace Safety and Health

Respecting Human Rights

Natural Capital

Why Environmental Management Matter for Our Business

Climate Risk and Resilience

Our Scope 3 Journey

Water Stewardship

Responding to the Biodiversity Crisis

Waste Management

Closure

Governance

Our closure plans identify steps to be taken throughout a mine’s life to deliver safe and sustainable closure from both an environmental and social perspective. The plans are designed to be iterative and agile, while considering long-term principles, and are regularly updated. Across all our operations, the site-based teams engage in regular ‘scrums’ with senior management including regional COOs and the Sustainability Executive. In addition, our General Managers are required to set and achieve closure planning and concurrent targets and performance indicators so that progress can be tracked. A proportion of each mine’s annual budget is set aside each year to ensure closure obligations are met. Further details on our approach to closure are [available online](#).

Hectares	2022
Total land disturbed and not yet rehabilitated at start of reporting period	51,142 ¹
Total amount of land newly disturbed during reporting period	913
Total amount of land newly rehabilitated or divested within reporting period	627
Total land disturbed and not yet rehabilitated at the end of the reporting period	51,428

A new start for Buzwagi

Our Buzwagi mine was an economic powerhouse for Tanzania’s Shinyanga region for nearly 15 years. Its operational life came to an end in July 2021 and the mine was officially closed in July 2022. From our perspective, however, that is not the end of the story for Buzwagi or the local communities.

During 2022, we have been busy not only attending to Buzwagi’s physical and environmental closure, but also working to advance our plans to transform the mine into a Special Economic Zone (SEZ). The plans for this transformation began in earnest during 2021 when a feasibility study was commissioned which showed that the creation of a special economic zone has the potential to replace Buzwagi as the region’s economic drive, and could:

- Create more than 3,000 jobs annually;
- Generate in excess of \$150,000 each year from service levies for the local municipality; and
- Deliver more than \$4.5 million in employment taxes each year.

¹ In our 2021 Sustainability Report, we reported a total of 53,472 hectares of land disturbed and not rehabilitated at the end of the 2021 reporting period. A detailed review of the Carlin complex reclamation data identified that approximately 2,500 hectares of reclaimed land should be removed from the total. As such, the adjusted estimate for total land disturbed and not yet rehabilitated at the start of 2022 is 51,142 hectares.

To progress this plan and support our efforts to leave a positive economic legacy for the region and Tanzania, during 2022, we joined forces with the local municipality to establish teams to drive planning, preparation, and development. This includes:

- An Implementation Team to tackle the financial, logistics and operational hurdles of transformation;
- A Technical Team charged with driving interest from local, regional and global businesses in the SEZ; and
- A Steering Committee to take overall responsibility for the project.

We also invited representatives from a range of companies and potential investors to visit the site, and explore options to contribute to and invest in the SEZ, and have received commitments from two large firms and interest from many more. Ease of travel is also critical for business and industry and consequently we have worked alongside the municipality to build a new airport terminal to boost the number of flights to other regional hubs.

Introduction

Community
and People

Workplace Safety
and Health

Respecting
Human Rights

Natural Capital

Why Environmental
Management Matter
for Our Business

Climate Risk and
Resilience

Our Scope 3 Journey

Water Stewardship

Responding to the
Biodiversity Crisis

Waste Management

Closure

Governance

COUNTRY FOCUS

PAKISTAN: Reko Diq Gold and Copper Project

Reko Diq Project is located in the undeveloped Balochistan Province of Pakistan, in the deserts of the western extent of the country.

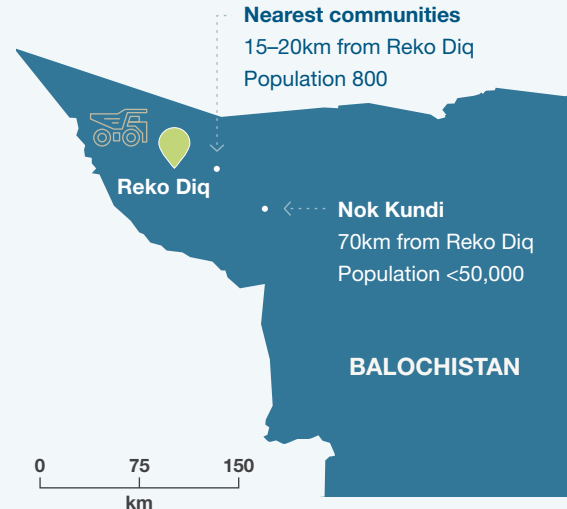
Reko Diq is one of the largest undeveloped gold and copper deposits in the world and the Project was reconstituted in December 2022 in line with Barrick's benefit sharing philosophy: the Project is jointly owned by Barrick and Pakistan partners.

The Project will be subject to a feasibility study update for two years, before construction is expected in two phases with a combined designed process capacity of 80 million tonnes per annum.

Although population density is low and the nearest communities are some distance away, Barrick's commitments to uplift our communities are well underway, with socio-economic baseline studies having commenced, CDCs established and community investment begun.

280,000oz¹
2022 gold production

430,000,000lbs¹
2022 copper production



¹ Indicative gold and copper recovered production profile from Reko Diq for the first five years, which is conceptual in nature. Subject to change following an updated feasibility study.

7,500
construction workforce

4,000
operational workforce

2028
first production target

40+ years
life of mine

renewables
energy generation
potential

3 years
targeted construction
period

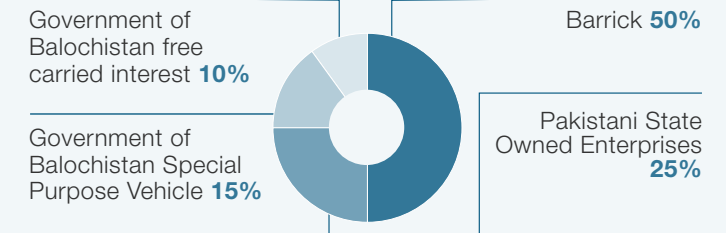
REKO DIQ'S ECONOMIC CONTRIBUTIONS

**Committed \$10m during
2 years of feasibility study
update**
1% of total capital during
construction and expansion
0.4% of revenue thereafter
on an annual basis

\$3m
Balochistan Agreement
Execution

\$50m
Balochistan Advance Royalties

OWNERSHIP



5 Governance

GLOBAL OVERSIGHT, LOCAL DELIVERY

We know that robust governance with management-level accountability, along with active and engaged oversight from an informed, diverse and experienced Board, is critical to the delivery of our sustainability vision and the creation of shared and sustainable long-term value.

At the same time, we resolutely believe that sustainability can only truly and meaningfully be delivered on the ground, not from a corporate office. Our approach to sustainability governance fuses these two concepts.

Globally, our Board and Executive leadership set the tone for the business. They identify, create, set and implement the expectations, standards and the strategy for the organization, and then live them every day. Locally, we empower each site to take charge of its unique operating context and manage issues to meet our business objectives. What this means in practice is that each site must identify and implement its own initiatives and set targets to drive performance and feed our overall sustainability strategy.

Our sustainability strategy and principles

Our sustainability strategy is our overall business plan and underpinned by a belief in and commitment to a philosophy of delivering and sharing long-term sustainable value for all stakeholders. The strategy is built on four interdependent pillars, which we work to manage in an integrated and holistic manner.

The pillars of our strategy are:



Introduction

Community and People

Workplace Safety and Health

Respecting human rights

Natural Capital

Governance

► Global Oversight, Local Delivery

Business Integrity and Ethics

Managing Risk

Responsible Mining

Cautionary Statement

Our Sustainable Development Policy provides the foundation for our approach and sets out the steps we must take and the commitments we make to deliver our strategy. The policy is augmented by our seven sustainability principles and ‘aspect specific’ policies which provide memorable and practicable guidelines for all our employees and contractors. Those principles are:

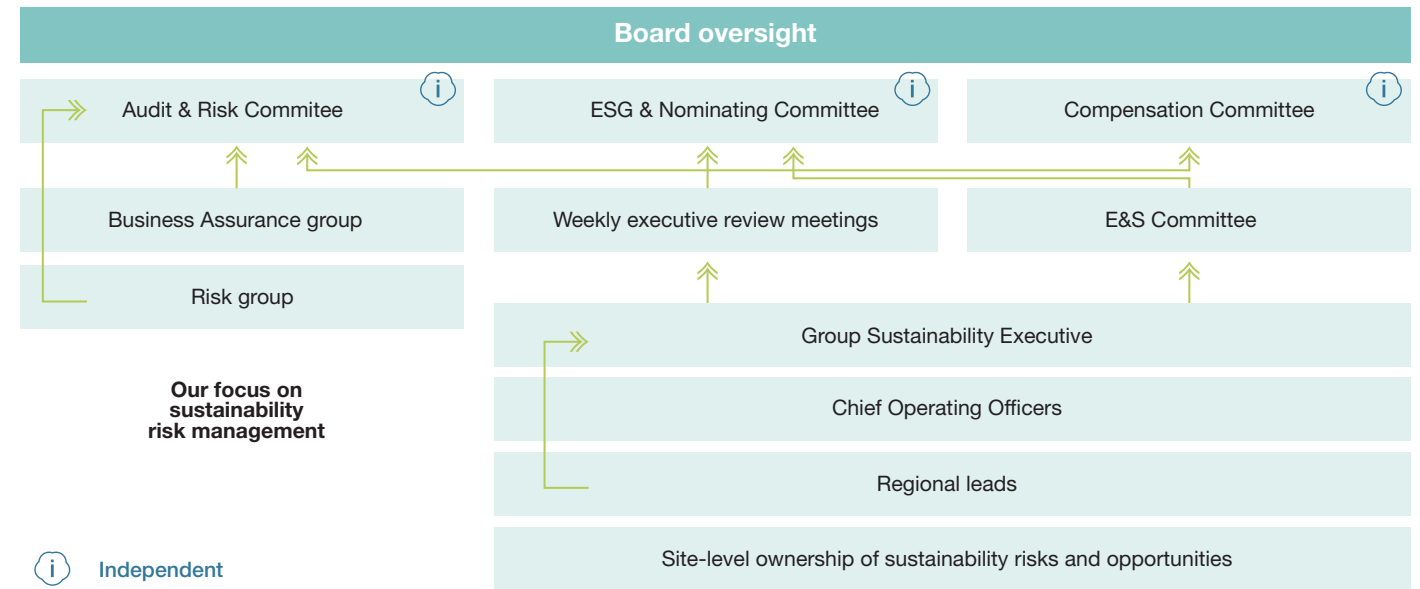
- We put safety first;
- We conduct our business with integrity, transparency and fairness;
- We empower local communities;
- We build and maintain genuine partnerships;
- We prioritize local hiring and buying;
- We manage our environmental impacts; and
- We plan for closure at all stages.

Responsibility and accountability

Our most senior management-level body dedicated to sustainability is the Environmental & Social Oversight Committee (E&S Committee) which meets on a quarterly basis. The E&S Committee connects site-level ownership of sustainability to our Executive Officers and our Board of Directors, who have ultimate responsibility for our sustainability performance.

Our Board and its committees oversee our sustainability activities as part of their stewardship of our overall business strategy and risk management.

SUSTAINABILITY GOVERNANCE



The Board is assisted in this regard by its three standing committees: the ESG & Nominating Committee, the Audit & Risk Committee and the Compensation Committee.

- **ESG & Nominating Committee:** Assists with oversight of our environmental, health and safety, social license to operate, community investment, and human rights programs, policies and performance.

- **Audit & Risk Committee:** Assists with oversight of our management of enterprise risks and the implementation of policies and standards to monitor and mitigate risks. This includes compliance with our Code of Business Conduct and Ethics, and our Anti-Bribery and Anti-Corruption Policy. The committee is also responsible for reviewing our approach to climate change in the context of our public disclosures.
- **Compensation Committee:** Assist the Board in ensuring that executive compensation is linked to our sustainability performance.

Further information regarding our approach to sustainability governance is available on our website.



Introduction

Community and People

Workplace Safety and Health

Respecting human rights

Natural Capital

Governance

Global Oversight, Local Delivery

► Business Integrity and Ethics

Managing Risk

Responsible Mining

Cautionary Statement

BUSINESS INTEGRITY AND ETHICS

Why it matters to Barrick

Operating with honesty, integrity and transparency is not only the right thing to do, it is critical to our on-going success and the ultimate sustainability of our business.

Unethical behaviour, such as corruption, can be extremely damaging to our business, and could result in fines, impact markets, or cause damage to our reputation and social licence to operate. Developing countries are particularly vulnerable to the associated social, economic and political impacts of unethical behaviour. As the world's need for natural resources continues to increase, investment and operation in emerging and frontier markets is also set to rise. This means robust governance and high ethical standards are even more critical for delivering the world we want.

These principles have been part of Barrick's DNA since our inception and we have a track record of successfully developing, running and closing mines in challenging jurisdictions.

Right: Mark Bristow meeting with the Mining Minister Sir Ano Pala, Papua New Guinea.



Introduction

Community and People

Workplace Safety and Health

Respecting human rights

Natural Capital

Governance

Global Oversight, Local Delivery

► Business Integrity and Ethics

Managing Risk

Responsible Mining

Cautionary Statement

Corruption and human rights abuses are often inextricably linked. As the world faces both and seeks to build resilience against the global challenges of climate change and conflict while recovering after Covid-19 and mitigating the risks associated with inflation, ensuring business is done in an ethical and transparent manner is critical for economic recovery and driving socio-economic upliftment.

Our approach

Protecting ourselves from and standing up to corruption, bribery and fraud is one of our sustainability principles and a foundational value for our business. We are committed to conducting ourselves and doing business in an ethical and transparent manner. We expect our employees, business partners and third parties including contractors, consultants and suppliers to respect and operate in accordance with our commitment to do what is right and treat others with dignity and fairness.

Our core values, our responsibilities and the principles and behaviours that guide how we do business and how we expect those we do business with to behave, are set out in our [Code of Business Conduct and Ethics](#), as well as our [Anti-Bribery and Anti-Corruption policy](#), and our [Anti-Fraud policy](#). This is further augmented for suppliers by our [Supplier Code of Ethics](#).

We couple these policies and codes with a culture of responsible behaviour and have a group-wide business integrity program lead by our Senior Vice President Business Assurance, Risk and Business Integrity to help everyone at Barrick understand and deliver to our standards. We expect and track a target of 100% adherence to our Code of Business Conduct and Ethics and our related policies. Further details regarding our business integrity and ethics policies and program are available [on our website](#).

Progress and performance in 2022

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 2022 we continued to focus on our education program to enhance the knowledge base and understanding of our expectations.

We developed and rolled out an immersive and scenario-based online ethics training program for all eligible employees to complete. For 2022 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.



Above: Moses Katongo, Town Operations and Maintenance Superintendent, during the Human Rights training held at Barrick Lumwana site.



Introduction

Community
and People

Workplace Safety
and Health

Respecting
human rights

Natural Capital

Governance

Global Oversight,
Local Delivery

► Business Integrity
and Ethics

Managing Risk

Responsible Mining

Cautionary Statement

Additionally, enhanced live training was provided to employees in positions exposed to additional risk or government officials. Separately, we conducted several anti-corruption risk assessments at our operations and used the results of these assessments to improve and update the Business Integrity and Ethics program.

In 2022, we performed third-party risk assessments of our global program and at the Loulo-Gounkoto mine operations. While there were no material findings from these risk assessments, the results and lesson learned form an action plan for these sites and opportunities for improvement were incorporated in our global plan. 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 take.

Reporting concerns

Barrick employees, contractors, third parties and community members can report potential violations of our Code of Business Conduct and Ethics and related policies, including our Anti-Bribery and our Anti-Corruption Policy and Anti-Fraud Policy confidentially and anonymously through several channels, including our global hotline which is operated by an independent provider. We encourage and expect all our stakeholders to raise any concerns through one of these channels.

The hotline is available 24 hours a day in multiple languages. Hotline contact information is promoted through staff training and communications as well as our group-wide internal communications portal, and onsite posters. We have an optional feedback survey for all individuals submitting reports to the hotline which was implemented in 2021. During 2022 survey responses, which can be submitted anonymously, were reviewed and tracked to improve our reporting system and process. We take all breaches of the Code of Business Conduct and Ethics and related policies seriously. All reported breaches are assessed and investigations are conducted as appropriate. Breaches of this Code can result in disciplinary or corrective actions up to and including a contract termination or dismissal. Barrick maintains a stringent non-retaliation policy which serves to protect any individual making an allegation in good faith. We do not tolerate the harassment or victimization of anyone raising concerns or anyone who assists them. Such conduct is itself a breach of our Code of Business Conduct and Ethics, and a serious disciplinary matter. As shown in the table below, we also monitor and track cases reported, which enables us to identify potential trends and take action, such as amending a process or policy, and additional training at a site or function level to reduce the risk of recurrence.

HOTLINE REPORTS RECEIVED

	2022	2021	2020
Conflict of interest	8	13	21
Disclosure / controls / confidentiality / bribery	10	19	4
Human rights	1	0	0
Theft / fraud / misuse of assets	4	8	6
Workplace concerns (eg labour / safety)	117	152	120
Total	140	192	151



MANAGING RISK

Ensuring we have robust and appropriate risk management and controls in place is essential to the achievement of our sustainability vision and strategy.

We can't create and deliver sustainable value throughout the business if we do not identify, assess, manage and effectively deal with the risks our business faces.

Our risk management processes are designed to identify, evaluate, plan and manage or mitigate risks, including new and emerging risks that could impact the business. It also prioritizes and enables an agile response to new or changing risks. Consistent with our approach to sustainability governance we work to connect and balance site-level ownership and accountability with group level oversight and Board responsibility.

Risk registers

Each quarter all site-level risk registers are submitted by region to the risk team for review. The risk team aggregates the results of each region's risk registers and updates the group risk register on an annual basis. Review and aggregation is overseen by our Senior Vice-President, Business Assurance, Risk and Business Integrity, and the group register and risk materials are reviewed by our Executive Committee prior to presentation to the Board's Audit & Risk Committee.

For every risk identified on the register the inherent risk to the business is identified and assessed, followed by a detailed description of controls and monitoring activities to be undertaken to mitigate the risk. Finally, a residual risk rating which considers the impact of mitigating actions and controls is provided. During 2022, the following sustainability risks were considered for the group:

- Health and safety;
- Environmental management;
- Climate change;
- Access to energy and water management;
- Mine closure and rehabilitation;
- Community engagement;

- Global health security;
- Human rights risks; and
- Regulatory compliance (including anti-corruption measures and preparations for forthcoming climate-related and other mandatory ESG disclosures).

A dynamic approach to risk management

We recognize that risk is dynamic, and to augment the annual group risk register review and update, each quarter our Senior Vice-President, Business Assurance, Risk and Business Integrity presents a group risk report to the Audit and Risk Committee. The report is informed by each region's quarterly risk register review and update, and sets out our critical risks as a group and by region, as well as a global view of our strategic priorities. Reinforcing the importance of sustainability as a key driver and differentiator for our business the risk report includes a 'Sustainable Profitability' section. This section discusses our sustainability strategy and priorities and considers our performance against these for the quarter. As part of our on-going risk management processes, we also conduct sensitivity analyses and stress testing to assess the potential impacts of, and any changes to, our key business risks.

Introduction

Community and People

Workplace Safety and Health

Respecting human rights

Natural Capital

Governance

Global Oversight, Local Delivery

Business Integrity and Ethics

► Managing Risk

Responsible Mining

Cautionary Statement

Managing supply chain risk

We regard our supply chain as one of the best opportunities we have to support and deliver socio-economic upliftment. We require all our suppliers, regardless of location to meet our high standards. For our operations in developing countries, this means we sometimes need to work with local suppliers over time to bring them up to our standards.

To drive our commitment to sustainable and ethical supply, all our standard supply contracts include clauses that commit vendors to uphold our sustainability policies. We also undertake robust vendor due-diligence and on-boarding to drive and ensure compliance with our policies and standards, which includes:

- **Pre-contract due diligence:** Due diligence is carried out on all potential vendors to understand their business and risk profile. The potential vendor's financial health, capability in the industry, human rights protection, safety, environmental management and any history of malpractice, are considered as part of the due diligence process. The checks we undertake also include prohibited party, political exposure as well as antibribery and anti-corruption screening. Where a supplier is identified as high risk, we conduct additional reviews as needed and advanced due diligence. This can entail specific training, additional clauses in agreements and contracts and enhanced invoice reviews.

Our definition of high-risk suppliers includes those where we anticipate a large spend, those in high-risk industries (for example customs, intermediaries, or immigration) or those working in high-risk jurisdictions and or are linked to referred by or controlled by government officials.

- **Ongoing monitoring:** Throughout the life of a contract, our site and regional procurement teams work with our vendors to identify, evaluate and manage risks before they happen. Monitoring includes a schedule of rotating and risk-based periodic vendor recertification. For our largest or high-risk vendors, checks may occur annually, depending on risk profile. For all vendors we undertake regular checks for automated, ongoing sanctions, political exposure, legal and regulatory violations.



Introduction

Community
and People

Workplace Safety
and Health

Respecting
human rights

Natural Capital

Governance

Global Oversight,
Local Delivery

Business Integrity
and Ethics

Managing Risk

► Responsible Mining

Cautionary Statement

RESPONSIBLE MINING

At Barrick we take our responsibility to produce gold in a responsible manner seriously. We are a member of the World Gold Council and the International Council on Mining and Metals, and we endorse and have implemented the WGC’s Responsible Gold Mining Principles (RGMPs) and the ICMM’s Mining Principles and Performance Expectations, which we refer to collectively as the RGMPs+.

While the RGMPs are only applicable to gold operations, we also apply their standards to our copper operations at Lumwana in Zambia, and Jabal Sayid in Saudi Arabia. This helps to drive standardisation of our policies, standards and procedures, and also reflects our unwavering commitment to responsible production. This section of the report sets out our conformance with the RGMPs+.

During 2020, all sites completed a self-assessment against a framework we developed which brought together the requirements of the WGC’s RGMPs and the ICMM’s Performance Expectations. Following completion of the self-assessment action plans were developed to close any gaps identified during the self-assessment. Progress against actions was tracked and reported internally on a quarterly basis.

We undertook a further self-assessment in 2022 to determine our conformance with the RGMPs+. Our conformance matrix is provided here.

External assurance was undertaken for a sample of sites at a desktop level. External assurance site visits were also completed at North Mara and the NGM complex for the 2022 reporting year. The external assurance site visits are planned on a priority and materiality basis for the coming years and this preliminary planning is provided in our conformance matrix.

The process shows that Barrick conforms with the RGMPs+ and that there are no material non-conformances or partial non-conformances.

In the spirit of continual improvement, some sites have determined partial compliance with sub-principles, and ongoing planning seeks to strengthen our commitments in these areas. Example of this includes better integration of our diversity strategy into the supply chain at NGM, and ongoing integration of land use planning at Bulyanhulu.



Above: Ensuring the benefits our mines create are shared is central to responsible mining. In Mali, investment in schooling has increased access to education to more than 6,900 students per year, compared to 500 before Loulo was commissioned.

Introduction

Community and People

Workplace Safety and Health

Respecting human rights

Natural Capital

Governance

Global Oversight, Local Delivery

Business Integrity and Ethics

Managing Risk

► Responsible Mining

Cautionary Statement

RGMP AND ICMM POPULATION

✓ Aligned ◐ Partially aligned ⊗ Not applicable

Responsible Gold Mining Principles (RGMPs)	Relevant ICMM Performance Expectations (PEs)	Group	Nevada Gold Mine (NGM)	Hemlo	Kibali	Loulo-Gounkoto	North Mara	Bulyan-hulu	Lum-wana	Jabal Sayid	Pueblo Viejo	Veladero	Comments
Independent Assurance Schedule			2022				2022						
Principle 1 - Ethical conduct: We will conduct our businesses with integrity including absolute opposition to corruption													
Governance													
1.1: Legal compliance	1.1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
1.2: Code of Conduct	1.3, 2.2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
1.3: Combating bribery and corruption	1.2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
1.4: Political contributions	1.5	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
1.5: Transparency	10.2, Transparency of Mineral Revenues Performance Standard	✓	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	Corporate level compliance
1.6: Taxes and transfer pricing	1.1	✓	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	Corporate level compliance
1.7: Accountabilities and reporting	1.4, 10.3, Mining Partnerships for Development Performance Standard, Water Stewardship PS, Climate Change Performance Standard	✓	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	⊗	Corporate level compliance
Additional ICMM Expectations													
ICMM Performance Expectation 1.2	1.2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
ICMM Performance Expectation 1.4	1.4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
ICMM Mining Partnerships for Development Position Statement	ICMM Mining Partnerships for Development Position Statement	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
ICMM Performance Expectation 1.3	1.3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	



Introduction

Community and People

Workplace Safety and Health

Respecting human rights

Natural Capital

Governance




Global Oversight, Local Delivery

Business Integrity and Ethics

Managing Risk

Responsible Mining

Cautionary Statement

 Aligned
  Partially aligned
  Not applicable

Responsible Gold Mining Principles (RGMPs)	Relevant ICMM Performance Expectations (PEs)	Group	Nevada Gold Mine (NGM)	Hemlo	Kibali	Loulo-Gounkoto	North Mara	Bulyan-hulu	Lum-wana	Jabal Sayid	Pueblo Viejo	Veladero	Comments
Independent Assurance Schedule			2022				2022						
Principle 2 – Understanding our impacts: We will engage with our stakeholders and implement management systems so as to ensure that we assess understand and manage our impacts, realise opportunities and provide redress where needed													
2.1: Risk management	4.3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
2.2: Stakeholder engagement	2.1, 10.1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
2.3: Due diligence	4.2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
2.4: Impact assessment	4.1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
2.5: Resolving grievances	9.3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Additional ICMM Expectations													
ICMM Performance Expectation 2.1	2.1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
ICMM Performance Expectation 8.1	8.1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Principle 3: Supply Chain: We will require that our suppliers conduct their businesses ethically and responsibly as a condition of doing business with us													
3.1: Supply chain policy	2.2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	ASM is not an issue faced by NGM, the site is subject to the same controls as the rest of the group
3.2: Local procurement	9.2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
3.3: Market access for ASM	9.4	✓	⊗	⊗	✓	✓	⚠	✓	✓	⊗	✓	✓	
Principle 4: Safety and health: We will protect and promote the safety and occupational health of our workforce (employees and contractors) above all other priorities and will empower them to speak up if they encounter unsafe working conditions													
4.1: Safety	5.1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
4.2: Safety management systems	4.3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
4.3: Occupational health and wellbeing	5.1, 5.2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
4.4: Community health and emergency planning	4.3, 4.4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

Introduction

Community and People

Workplace Safety and Health

Respecting human rights

Natural Capital

Governance




Global Oversight, Local Delivery


























































































































Business Integrity and Ethics

Managing Risk

Responsible Mining

Cautionary Statement

 Aligned
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  Not applicable

Responsible Gold Mining Principles (RGMPs)	Relevant ICMM Performance Expectations (PEs)	Group	Nevada Gold Mine (NGM)	Hemlo	Kibali	Loulo-Gounkoto	North Mara	Bulyan-hulu	Lum-wana	Jabal Sayid	Pueblo Viejo	Veladero	Comments
Independent Assurance Schedule			2022				2022						
Principle 5: Human rights and conflict: We will respect the human rights of our workforce, affected communities and all those people with whom we interact													
5.1: UN Guiding Principles	3.1												
5.2: Avoiding complicity	3.1												
5.3: Security and human rights	3.3												
5.4: Conflict	4.2												
Principle 6: Labour rights: We will ensure that our operations are places where employees and contractors are treated with respect and are free from discrimination or abusive labour practices													
6.1: Wages and benefits	3.5												To fully comply with this indicator NGM is working to further integrate its Diversity Strategy into overall Supply Chain Strategy
6.2: Preventing discrimination and bullying	3.4												
6.3: Child and forced labour	3.4												
6.4: Freedom of association and collective bargaining	3.4												
6.5: Diversity	3.8												
6.6: Women and mining	3.8, 9.1, 9.2												
6.7: Raising concerns	3.4												



Introduction

Community and People

Workplace Safety and Health

Respecting human rights

Natural Capital

Governance




Global Oversight, Local Delivery

Business Integrity and Ethics

Managing Risk

Responsible Mining

Cautionary Statement

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Independent Assurance Schedule			2022				2022						
Principle 7: Working with communities: We will contribute to the socio-economic advancement of communities associated with our operations and treat them with dignity and respect													
7.1: Community consultation	9.3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
7.2: Understanding communities	3.6, 3.7, 3.8	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
7.3: Creating local benefits	9.2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
7.4: Seeking community support	9.3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
7.5: In-migration	4.1, 4.3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
7.6: Indigenous Peoples	3.6, 3.7, PS on Indigenous Peoples	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
7.7: Cultural heritage	3.7, 4.3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
7.8: Resettlement	3.2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Additional ICMM Expectations													
ICMM Indigenous Peoples and Mining Position Statement	ICMM Indigenous Peoples and Mining Position Statement	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Principle 8: Environmental stewardship: We will ensure that environmental responsibility is at the core of how we work													
8.1: Managing environmental impacts	6.4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
8.2: Tailings and waste management	6.3, PS on Tailings Governance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
8.3: Cyanide and hazardous materials	4.3, 6.4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
8.4: Mercury	PS on Mercury Risk Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
8.5: Noise and dust	4.3, 6.4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	



Introduction

Community and People

Workplace Safety and Health

Respecting human rights

Natural Capital

Governance




Global Oversight, Local Delivery

Business Integrity and Ethics

Managing Risk

Responsible Mining

Cautionary Statement

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Independent Assurance Schedule			2022				2022						
Additional ICMM Expectations													
ICMM Tailings Governance Framework Position Statement	ICMM Tailings Governance Framework Position Statement												We are progressing towards implementation of and conformance to the Global Industry Standard for Tailings Management.
ICMM Position statement on Mercury Risk Management	ICMM Position statement on Mercury Risk Management												Mercury only occurs at our NGM and Veladero operations. Both these sites align with the ICMM Position Statement on Mercury Risk Management.
Principle 9: Biodiversity, land use and mine closure: We will work to ensure that fragile ecosystems, habitats and endangered species are protected from damage and will plan for responsible mine closure													
9.1: Biodiversity	7.2, PS on Mining and Protected Areas												For full compliance with this indicator, during Q1 23 Bulyanhulu is undertaking assessments to determine the needs of local communities to access land within the mine footprint and surrounding area.
9.2: World Heritage Sites	7.1, PS on Mining and Protected Areas												
9.3: Land use and deforestation	4.3, 7.2												
9.4: Mine closure	6.1												



Introduction

Community and People

Workplace Safety and Health

Respecting human rights

Natural Capital

Governance




Global Oversight, Local Delivery

























Business Integrity and Ethics

Managing Risk

Responsible Mining

Cautionary Statement

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  Partially aligned
  Not applicable

Responsible Gold Mining Principles (RGMPs)	Relevant ICMM Performance Expectations (PEs)	Group	Nevada Gold Mine (NGM)	Hemlo	Kibali	Loulo-Gounkoto	North Mara	Bulyan-hulu	Lum-wana	Jabal Sayid	Pueblo Viejo	Veladero	Comments
Independent Assurance Schedule			2022				2022						
Additional ICMM Expectations													
ICMM Mining and Protected Areas Position Statement	ICMM Mining and Protected Areas Position Statement												We align to the bulk of this Position statement, however some improvements could be made with regards to working with Governments, the ICMM and the IUCN. However we are continuing to improve in this regard as part of our on-going biodiversity journey.
Principle 10: Water, energy and climate change: We will improve the efficiency of our use of water and energy, recognising that the impacts of climate change and water constraints may increasingly become a threat to the locations where we work and a risk to our licence to operate													
10.1: Water efficiency	6.2, 8.1, PS on Water Stewardship												
10.2: Water access and quality	6.2, PS on Water Stewardship												
10.3: Combating climate change	6.5, PS on Climate Change												
10.4: Energy efficiency and reporting	6.5, PS on Climate Change												
Additional ICMM Expectations													
ICMM Water Stewardship Position Statement	ICMM Water Stewardship Position Statement												
ICMM Climate Change Position Statement	ICMM Climate Change Position Statement												



CAUTIONARY STATEMENT FOR 2022 SUSTAINABILITY REPORT

Certain information contained or incorporated by reference in this Sustainability 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”, “believe”, “expect”, “target”, “plan”, “commitment”, “objective”, “aim”, “intend”, “goal”, “continue”, “on track”, “budget”, “potential”, “may”, “will”, “can”, “should”, “could”, “would”, and similar expressions. In particular, this Sustainability 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, 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 the estimated capital expenditures required to meet greenhouse gas emissions reduction targets; (iv) climate risks and opportunities identified through our climate scenario analysis; (v) 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 and goal of net gain biodiversity; (vi) Barrick’s strategy to address legacy human rights and environmental issues at the Porgera, North Mara and Veladero mines; and (vii) our joint ventures, partnerships and industry association memberships.

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 Sustainability Report in light of management’s experience and perception of current conditions and expected developments, are inherently subject to significant business, economic and competitive uncertainties and contingencies. Known and unknown factors could cause actual results to differ materially from those projected in the forward-looking statements, and undue reliance should not be placed on such statements and information. Such factors include, but are not limited to: damage to the Barrick’s reputation due to the actual or perceived occurrence of any number of events, including negative publicity with respect to the Barrick’s handling of environmental matters or dealings with community groups, whether true or not; changes in national and local government legislation, taxation, controls or regulations, and/or changes in the administration of laws, policies, and practices; expropriation or nationalization of property and political or economic developments in Canada, the United States, and other jurisdictions in which Barrick does or may carry on business in the future; risks associated with diseases, epidemic and pandemics, including the effects and potential effects of the global Covid-19 pandemic; risk of loss due to acts of war, terrorism, sabotage and civil disturbances; litigation and legal and administrative proceedings; contests over title to properties, particularly title to undeveloped properties, or over access to water, power and other required infrastructure; risks associated with working with partners in jointly controlled assets; whether benefits expected from recent transactions are realized; employee relations; increased costs and physical 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; risks associated with artisanal and illegal mining; fluctuations in the spot and forward price of gold, copper, or certain other commodities (such as silver, diesel fuel, natural gas, and electricity); the speculative nature of mineral exploration and development;

changes in mineral production performance, exploitation, and exploration successes; diminishing quantities or grades of reserves; increased costs, delays, suspensions, and technical challenges associated with the construction of capital projects; operating or technical difficulties in connection with mining or development activities, including geotechnical challenges, tailings dam and storage facilities failures, and disruptions in the maintenance or provision of required infrastructure and information technology systems; timing of receipt of, or failure to comply with, necessary permits and approvals, including the issuance of a new Special Mining Lease for the Porgera mine; non-renewal of key licences by governmental authorities; Barrick’s ability to achieve our climate-related goals and greenhouse gas emissions reduction targets; 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 Sustainability 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 Sustainability Report.

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

