

# BARRICK

## Human Resources...



**NYSE : GOLD**  
**TSX : ABX**

**World class mines.**  
**World class people.**



Investor Day 2020, Darian Rich



# Recruiting & developing a new generation of leaders

**BARRICK**

## Our human capital priorities

The Executive Committee is actively engaged in executing the Company's human capital strategy with oversight from the Board:

People profile aligned to societal and technological changes

+

Robust and diverse leadership pipeline to take Barrick into the future

+

Invest in the training and development of our talent to position us for further growth

## Fit-for-purpose talent framework

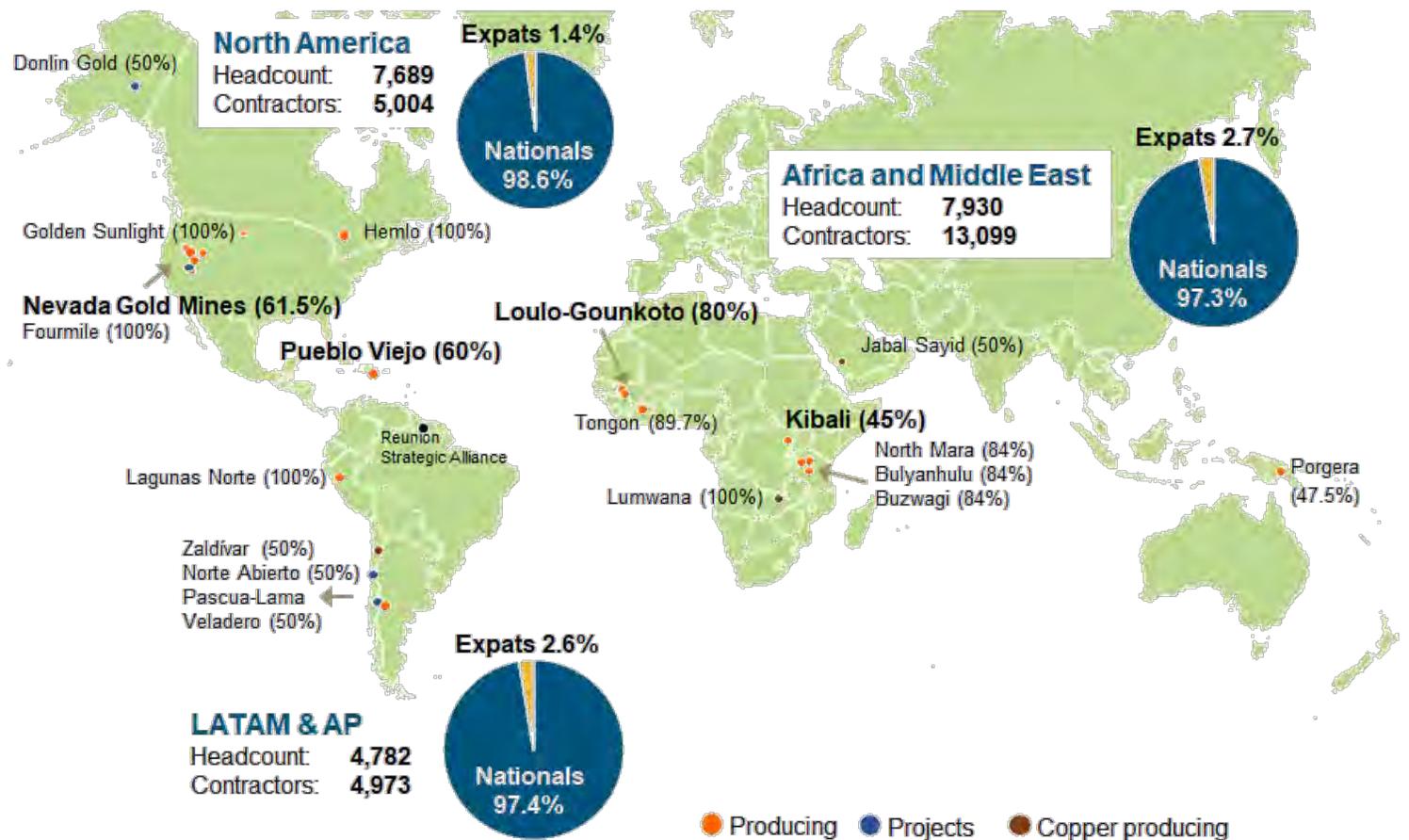
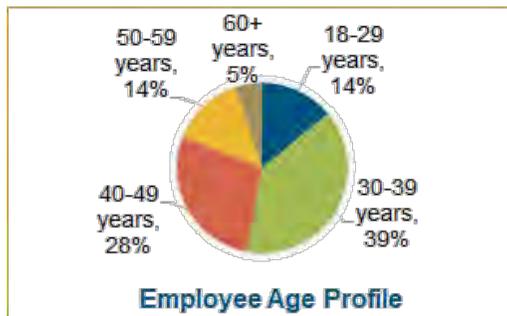
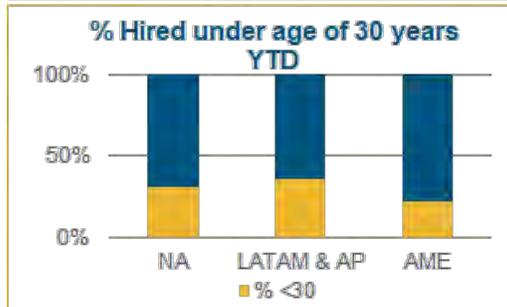
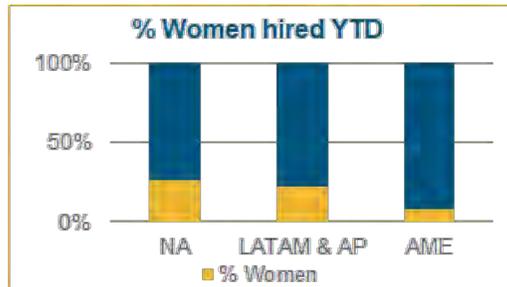
- ✓ We employ more than 20,000 people along with another 23,000 contractors in 13 countries across the world
- ✓ We have a strong tradition of **hiring locally** for operational and management roles
- ✓ We are driving the employment of **younger candidates as well as women** through targeted campaigns
- ✓ We develop our talent meaningfully through **stretch assignments, tailored training programs** that combine the best expertise from both legacy companies, and **customized development programs designed in partnership with leading universities** to build essential skill sets
- ✓ We consistently review our talent capability critical to drive business priorities across the regions and sites by ensuring we have the right skills in the right jobs and to support the growth of our **robust and diverse leadership pipeline**

# Recruiting a new generation of leaders

Our people profile (as of September 30, 2020)



- We have achieved solid progress against our recruitment priorities in 2020, which involves driving the employment of **younger candidates as well as women** through targeted campaigns



# Developing future-ready leaders to strengthen and accelerate our leadership pipeline

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## Investing in the right skills, for the right jobs, now and into the future...

- We have continued to invest in key training and development opportunities during the pandemic:
  - ✓ **Structured training programs** (technical and behavioural training, financial and commercial acumen training, executive and management development programs)
  - ✓ **Meaningful stretch assignments**
  - ✓ **Informal training** such as shadowing and mentorship opportunities
  - ✓ **Ongoing education opportunities** through apprenticeships and Maintenance Cooperative training programs, tuition assistance, and scholarships
- We recently reviewed our talent capabilities and succession plans to ensure the group has the right skills in the right jobs

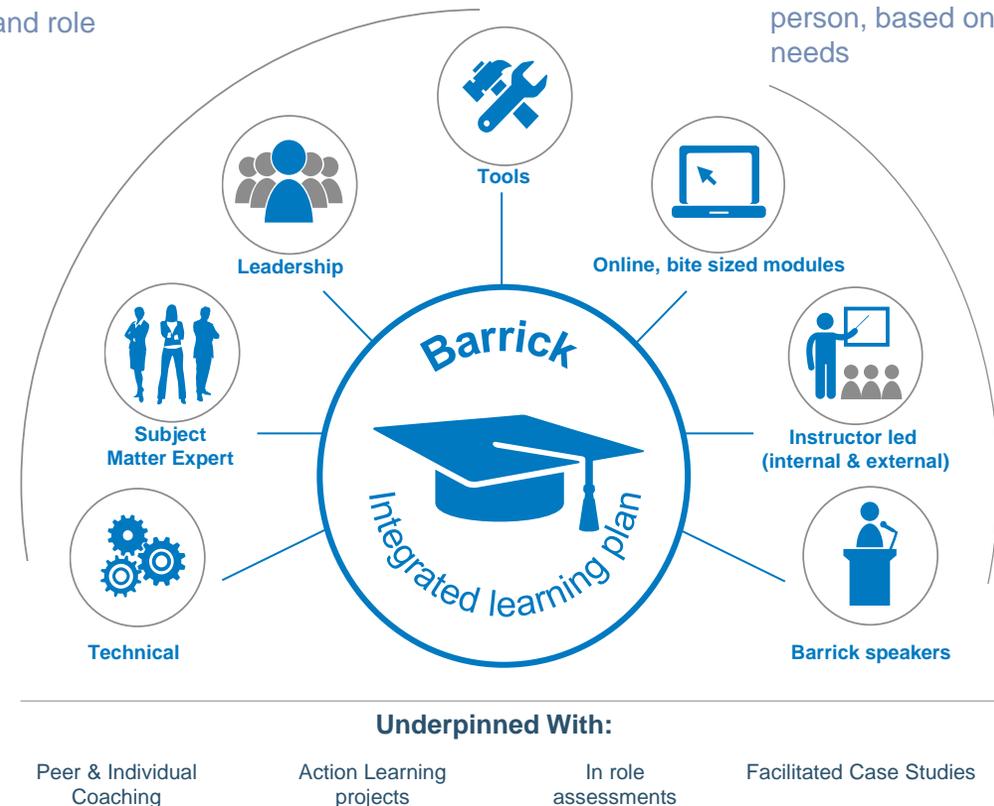
## Employee development...

### Learning Categories

and course topics mapped to individual level and role

### Learning Delivery Methods

wide range of course types from on-demand to in-person, based on individual needs



# Engaging our talent across the organization

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## Empowering our people to thrive

- 1** Communicating directly with the workforce and promoting transparent, **two-way communication**
- 2** **Flat organization structure** provides direct access to line operations
- 3** **Annual team effectiveness programs** create a shared understanding of and commitment to our high performance ethos
- 4** **Quarterly executive site visits** to obtain on-the-ground insights into business progress, safety and environmental performance, status of key projects, and to interface with emerging high potential talent
- 5** **Employee town halls** hosted by the CEO to provide strategy updates and to solicit feedback from our employees



Barrick respects the rights of its workers and promotes two-way communication. Here, Mark Bristow engages with union members at Kibali, DRC



A town hall meeting hosted by Mark Bristow in Elko, Nevada

# Enabling with technology

## Modernizing HR...

- Our vision is to deliver a **unified HR cloud-based system** to provide a global, integrated, standardized, simplified, and consistent system of information and access to HR services
- Benefits of this initiative include operational efficiencies, increased HR agility, global visibility to employee data and key KPIs, and a more streamlined employee experience
- We have **advanced the implementation of our global HR system across North America in 2020 (Element)**
- Further regional implementation is planned for 2021

## Our vision of HR technology...



# Our new Human Capital Scorecard



## Evolving our HR Strategy...

- Our **new Human Capital scorecard** tracks our progress across five key HR pillars on our journey to **building the world's most valued gold company**
- For 2020, we set out to evolve our processes and systems, enabling us to attract, retain, and develop an effective multicultural, multigenerational workforce that is agile, integrated, and able to deliver on our plans across the globe
- We put our people first: Human Capital accounts for 10% of LTI awards for our Partners
- We will report on our human capital strategy evolution progress in our 2021 proxy circular

| HR Pillars                           | Drivers   | Sample KPIs  |
|--------------------------------------|---|--|
| <b>Attract Talent</b>                | <b>We are the most sought after employer attracting the world's best talent.</b>              | Number of new hires, student program participants, indigenous and native people hires  |
| <b>Develop Talent</b>                | <b>We have the best people in the right roles.</b>  | Outputs and employee profiles; talent reviews and succession plan for key roles; individual development plans; talent check-ins; health and safety training hours; internal fill ratio; program participants |
| <b>Engage Talent</b>                 | <b>We have people who act like owners, executing our strategy and continuously improving.</b> | Annualized turnover (voluntary and involuntary)  |
| <b>HR Information and Technology</b> | <b>We have one integrated solution for HR information and reporting.</b>                      | Total number of employees and contractors (local, regional, and foreign national); people profile (age, gender, ethnicity); HR self-service transactions; Element report utilization; HR dashboards          |
| <b>Industrial Relations</b>          | <b>We have union partnerships that enable us to deliver our objectives.</b>                   | Number and percentage of employees covered by Collective Bargaining Agreements   |

# Embedding our high performance culture



- We believe that to achieve our goals, we have to work as collaborative teams rather than in silos to be thoroughly transparent about what we are doing, and to track our performance along the way
- We therefore hold ourselves to account for achieving our **company-wide financial, operational, and sustainability performance targets** through our incentive compensation scorecards across the organisation, with sustainability performance meaningfully linked to our incentive compensation across the Company
- 100% of long-term incentives is delivered to our Partners as Performance Granted Share Units (PGSUs), which are subject to market-leading share holding requirements to align our interests with those of our shareholders

