NOTE: This document applies to entities operated by Barrick Gold Corporation (Barrick). Entities not directly operated by Barrick are not within the scope of this document (e.g. Acacia Mining Plc., Ma’aden, and the Porgera Joint Venture).
Respect for both our own employees and for members of the local communities where we operate is a key consideration in determining our security strategies and plans. This is a fundamental component of our Responsible Mining approach.

When your product is gold, it goes without saying that your company has special security requirements. As a leader in the gold industry, Barrick recognizes the importance of an effective security program to protect our people, products, assets and reputation.

We have designed and implemented a robust security program that is integrated into all our operations worldwide. It is supported and implemented by a professional security function.

Our security approach is described in the Barrick Security Management System. This document provides an overview of that approach, and outlines key aspects of the system.

Barrick takes a global approach to security to provide for consistent strong direction, to spread the use of best practices worldwide, and to ensure effective management of the local security teams at our various locations.

Our security approach is based on respect for people and human rights, and is guided by the Voluntary Principles on Security and Human Rights. These Principles are integrated into our corporate Security Policy, and our staff members are trained to follow them. Barrick wants to be a welcome partner wherever we operate in the world, and we value our reputation as a good corporate citizen that engages and supports local communities. These relationships are important on many levels, including establishment of a calm, secure environment for our operations.

Security and safety of our people are foremost. Barrick has numerous proactive programs to protect people, ranging from stringent access controls at sites to specialized training for personnel on how to avoid security risks while traveling or working in remote locations. We encourage all individuals in the organization to take responsibility for their own security, and we empower them to play a role.

Safeguarding the company’s products and assets is fundamental to preventing losses and protecting shareholders’ interests. Our security program has established best practice standards for the protection of our gold products and other materials, and we are continuously reviewing and improving these standards.

The Barrick Security Management System enables our company to manage and respond to security challenges wherever we operate. We are committed to a proactive program using the best protection measures available to keep everyone and everything safe and secure.
**Barrick’s Security Mandate**

The Barrick global security team enables the company’s success through development and implementation of security practices that create a secure working environment. In developing countries where the rule of law may not yet be well established, the security function is particularly important to safeguard employees and protect company interests.

The Barrick Security group is committed to act in accordance with the Voluntary Principles on Security and Human Rights. Barrick is a formal member of the Voluntary Principles on Security and Human Rights Plenary.

Reflecting Barrick’s vision to be the world’s best gold company, the security team is committed to best practice approaches employing highly trained professionals, recognized global standards, and appropriate technologies that meet the company’s needs wherever we operate. Our comprehensive security approach focuses on:

- Risk management
- Strong control measures
- Effective standards, policies, and procedures
- Appropriate response to incidents

The corporate security group includes functional experts in all aspects of physical security, electronics, crime investigation, training, gold security, and other aspects. These experienced specialists develop strategies and plans to meet Barrick’s worldwide security needs. They also consult and provide advice to our network of regional and site security personnel. The strong reporting relationship between corporate, regional and site security staff creates consistency in deploying the Barrick Security Management System, and facilitates sharing of best practices.

Although Barrick is a Canadian company and has Canadian security experts, the security team is truly international, with people in key roles from many countries. Each person brings important knowledge and perspective to the group. Most have law enforcement or military training, along with specialized expertise or local knowledge.

As a team, our mandate is to identify security risks and ensure that effective controls are in place to protect people, product, assets, and company reputation. We are driven by Barrick’s corporate vision to be the world’s best gold company by finding, acquiring, developing and producing quality reserves in a safe, profitable and socially responsible manner.
Alignment with Barrick’s Vision, Values and Policies

The Barrick Security function operates within the context of Barrick’s Vision and Values, as well as all Barrick corporate policies such as the Code of Business Conduct and Ethics.

Security procedures and guidelines are integrated into Operations so that they support the business. Security activities are closely coordinated with other business functions, including Legal, Internal Audit, Safety and Health, Compliance, Insurance, Environment, Human Resources and Communications.

Integrity at Work – Essential to Barrick’s Success

Code of Business Conduct and Ethics

Professional and personal integrity extends to everything we do at Barrick, and each of us shares in the responsibility of maintaining high ethical and business standards. Barrick’s Code of Business Conduct and Ethics embodies Barrick’s commitment to conduct our business in accordance with all applicable laws and high ethical standards. The Code applies to every Barrick employee.

The Code and information about the Compliance Hotline are available from your Human Resources representative or on the Barrick intranet. To reach the Compliance Hotline, dial 1-877-246-5399 (within Canada and the United States) or make a collect call to +1-503-444-4908.

Make a difference.
Security Policy

We Believe

- Respect for people and human rights is fundamental to our Responsible Mining approach. Compliance with laws and regulatory requirements is a must.
- Maintaining an effective security function is critical to the protection of Barrick people, product, assets and reputation.
- Security is an important factor in the future growth and development of the company.
- Effective security controls, standards, policies and procedures contribute to the safety and protection of employees as well as the communities in which we operate.

We Promise

- To treat all people with respect and dignity, and to be guided in our approaches and actions by the Voluntary Principles on Security and Human Rights.
- To provide the security expertise and resources required to develop a safe and secure working environment.
- To establish security strategies, plans, standards, policies and procedures to support achievement of Barrick’s business objectives.
- To identify and manage risks effectively, with a focus on preventing security incidents.
- To be prepared to respond to incidents with appropriate and tested response plans.
- To establish programs that protect employees, company assets and shareholders from loss from theft, fraud, and other inappropriate activity.
- To investigate and analyze security incidents, to take appropriate action and continuously improve.
- To operate in accordance with the laws of the countries where we do business.
- To maintain a high degree of professionalism, knowledge and integrity among security staff with appropriate recruiting, training, resources, and contracting procedures.
- To use proven technology to increase the reliability and efficiency of our operations.
Barrick’s approach aligns policy and implementation, and provides oversight to ensure accountability for activities and results.

**Governance**

Barrick provides governance for the Security function as part of an integrated framework that also includes Community Relations, Environment, and Safety and Health. Barrick wants to be a welcome partner in the communities where it operates; therefore, these functions are all integral parts of our Responsible Mining approach. We recognize that our activities in these areas influence the company’s reputation, and they are particularly important in maintaining public support and the social license to operate.

Barrick has established committees at the site, regional and corporate levels, and each committee includes representatives from the various functional groups. These committees have a clear mandate to receive input from the community, regulators, subject experts with best practices, and other sources to inform and shape their activities. The committees manage programs and monitor performance, raising issues to the next level as appropriate. The Operations Committee provides strategic direction and sets performance targets for regions and sites, and results are reported to a committee of the Board of Directors. In addition, a special Executive Committee develops policy and strategic advice on major issues, and input is provided to the Board Committee.

This governance model ensures alignment between policy direction and implementation, with oversight at each level to ensure accountability for activities and results.

Within the Security function, Barrick has established a special unit to support the governance process. The Global Security Governance Group conducts ongoing audits, reviews and internal investigations of security groups throughout the company to assure compliance with company policies, standards and procedures, including the Security Code of Conduct.
This diagram shows how Barrick’s governance model for Responsible Mining ensures alignment and provides for strong oversight of activities and results at every level of the organization.
Elements of the Barrick Security Management System

1. Security Risk Assessment Process and Reviews
2. Information Gathering and Analysis
3. Voluntary Principles on Security and Human Rights
4. Control Frameworks
5. Critical Incident Management
6. Investigations

This diagram illustrates how the six elements of the Barrick Security Management System work together to help Barrick achieve exceptional security performance and continuously improve.
Barrick conducts exploration and operates mines in various countries around the world. The security challenges vary greatly by location.

The first step in security risk management focuses on identifying and assessing the likelihood of all potential security risks. Barrick conducts comprehensive security risk assessments on an ongoing basis. This process is critical for all phases of the mining cycle from exploration or acquisition to closure.

Barrick’s security risk assessment process engages all relevant business functions to ensure a comprehensive and coordinated approach. This also helps ensure that performance indicators for security management are directly aligned with business and site objectives.

By identifying and evaluating potential risks, Barrick develops a risk profile for each location. The risk profile provides an in-depth understanding of the site’s security needs that allows for optimal deployment of human and financial security resources. Many risks can be reduced or eliminated by proper mine layout, system design, and procedures; therefore, information from the risk assessment is integrated into Barrick’s mine development process to establish the security requirements during the initial stages of a new project.

Each identified risk is assessed to determine if it can be accepted, eliminated or controlled. Only those of low consequence and low likelihood are considered acceptable. Where it is not practicable to eliminate a risk, specific control measures are considered to mitigate or manage the risk.

Barrick conducts security reviews periodically to ensure that security plans and measures remain appropriate to changing conditions. Barrick senior management or the Board of Directors may also request focused reviews at any time. The review scope may cover various technical, procedural, and organizational areas.

Site risk assessments and reviews are conducted by members of the security team, assisted by external service providers if needed.

Reviews are a key functional component of the assessment activity. Combined with risk assessments and information analysis, they help Barrick maintain suitable and effective security controls.
Effective security depends to a large extent on having sound processes to gather, manage, analyze and disseminate accurate security information in a timely manner.

In addition to security risk assessments, audits and reviews, the company gathers information from inspection reports, incident reports, investigations, and other internal and external sources. Security managers also consult directly with local law enforcement officials to discuss potential threats and develop crime prevention strategies.

This information includes analysis of current and emerging issues and trends at the local, national or global level. This data assists Barrick in anticipating and preventing security incidents. This helps protect Barrick people and assets, reduces investment risk, and enhances capital recovery. Ongoing analysis of the data provides a basis for continuous improvement of security approaches and processes.

Barrick’s information and analysis process provides the company with a high level of risk awareness for the environments in which it operates. It provides the information needed to make appropriate decisions in managing threats to the business. Being aware of the current status of the security risk environment for a particular area of activity allows Barrick to focus its security activities and optimize the deployment of resources.
Barrick strives to be a welcome partner in communities where it operates by treating people with respect and dignity. Barrick recognizes that its relationships with people and host communities determine its social license to operate, and that effective security is a combination of physical security measures and strong community support.

Barrick is firmly committed to the Voluntary Principles on Security and Human Rights, and is a formal signatory and member of the Voluntary Principles Plenary. This set of principles, developed by a group of international government, business and non-governmental organizations, provides a guide for extractive-industry companies on maintaining security of people and operations while ensuring respect for human rights and freedoms. Barrick’s global security function operates based on the Voluntary Principles, and they are integrated into Barrick’s Security Policy. All relevant personnel are trained and must comply. The global security function structure provides for single-point oversight for the implementation of the Voluntary Principles to ensure a consistent approach.

Using these principles, Barrick strives to ensure that human rights are preserved in its relations with public security, private security providers, and contractors. Barrick emphasizes the importance of communication, consultation, and monitoring of interactions with public security and government officials. Wherever Barrick operates, security personnel maintain a good relationship with local law enforcement, and work cooperatively with communities to prevent crime and enhance site safety.

For its security and contractor personnel, Barrick insists on careful screening of personnel and thorough training. Personnel have strict guidelines to observe laws and regulations, achieve high proficiency standards, and maintain ethical conduct. Furthermore, Barrick seeks to ensure that the company’s investments, activities and security practices do not cause or exacerbate conflicts in the community.

This approach is part of Barrick’s responsible mining approach and reduces exposure to operational, financial and legal risks, and minimizes potential damage to its reputation. Good governance in this area creates business opportunities by enhancing stakeholder confidence.
Barrick’s security management takes a systematic approach to the company’s security needs by providing appropriate frameworks, procedures, standards, and guidelines that can be consistently applied across all operations. This enables the company to implement best practices and achieve planned security outcomes on a global basis.

A major focus for Barrick has been developing robust, world-class standards and guidelines for asset protection. Barrick produces a precious commodity – gold. In addition, mine sites house valuable plant and equipment, vehicles, commodities, and materials. To protect these assets, Barrick has established a set of physical and technological security measures that must be used at all global operations. These standards provide a level of assurance to the senior leadership team, the Board, shareholders, and to external stakeholders that Barrick is taking proper steps to protect people and property.

Barrick’s approach considers relevant risks and exposures, along with an evaluation of the appropriate balance between technology and staff resources. They are developed in consultation with key stakeholders to achieve these objectives:

- Establish minimum compliance levels
- Enable effective auditing to ensure standards are being maintained
- Create controls over unnecessary or redundant expenditure
- Align security activity with key priorities across the corporation

A security plan developed for each site will include a variety of measures to control access and monitor site safety.
In addition to the minimum standards, regional and site security managers are encouraged to put in place additional measures or controls required or recommended at their particular operation.

Specific to gold, Barrick has developed a comprehensive, industry-leading approach through its Gold Security Standards. This is a proprietary set of best practice measures for the protection of gold through all phases of extraction, processing, and shipment. The Gold Security Standards are supported by an audit program, detailed procedures, and an alternate control/exemption process. Any site requesting an exception to the standard will be subject to a thorough risk assessment process and must satisfy senior management that an appropriate alternate control is in place. Through the auditing process, Barrick ensures that effective internal controls are implemented. If any control gaps are identified, the audit process outlines any remedial actions required.

Standards and guidelines for protecting fuel, explosives and other materials are also part of the Barrick Security Management System, along with standard operating procedures for various tasks and responsibilities of security personnel.

Barrick’s security function has an annual audit plan that addresses the highest priority risks. These periodic audits ensure that security is compliant with corporate strategy, standards, legislation, and regulations. In addition to the annual audit plan, management or the Board may request focused audits or reviews as desired. The audit scope may cover various technical, procedural and/or organizational areas. Audits will be conducted by members of the security team who may be assisted by internal and external resources. Combined with periodic risk assessments, reviews, and information analysis, these audits help determine the continuing suitability and effectiveness of security controls implemented for a particular risk environment.
Like any major corporation in the primary industries, Barrick is subject to a wide range of security challenges in the course of its normal operations.

These challenges may include critical incidents, which we define as single high-impact security events that require an immediate local response. Examples of critical incidents include:

- Fraud
- Armed or other incursion
- Armed robbery
- Major theft
- Strike
- Kidnap/abduction
- Bomb threat
- Evacuation

For high-impact critical incidents, Barrick develops a critical incident management plan to ensure an appropriate response and an orderly recovery process.

Each plan outlines the resources and equipment required for an immediate response to mitigate and contain any impact. The plan clearly identifies – according to the nature of the incident – the required actions and participants’ roles and responsibilities. The critical incident plan also details decision points that require engagement of the regional and corporate crisis management teams. Crisis management plans contain guidelines for engagement with the media, host community, and other stakeholders.

These plans help Barrick manage a critical incident effectively, and ensure integration into the Barrick Crisis Management System. This approach reduces the potential for harm to people, ensures the continuity of the business, and reduces financial loss and negative impacts on company reputation.
Investigations

Barrick’s security function conducts investigations to support informed decision making and focused action. Investigative services are broad in scope and have a direct link to the company’s business activities at the site, regional and corporate levels.

Barrick may initiate an investigation to understand and manage specific risks to the business. This is a preventative action that can reduce the company’s exposure to loss. The investigative process contributes to the protection of people, product, assets and reputation.

Investigations may also be initiated in response to a specific incident or report of suspicious activity. All security investigations are governed by guidelines set out in Barrick’s corporate security standards, and are conducted in compliance with the laws and regulations of the host jurisdiction. Investigations are conducted fairly and confidentially. Barrick’s security investigators work with the associated legal, compliance and audit managers during the course of the investigation, and ensure alignment with Barrick’s Code of Business Conduct and Ethics.

Investigative findings are presented to management to determine appropriate action. Where there is a prima facie case of fraud or theft, management may decide to pursue internal, civil, or criminal action. In this case, Barrick will turn the matter over to local law enforcement, which is responsible for investigation and prosecution of crimes. Barrick’s security personnel then continue to work closely with law enforcement and with Barrick’s Legal department to ensure investigations are thoroughly and properly conducted.

Barrick reviews the findings of all incident investigations to identify areas for improved security such as revised procedures or new control measures.
Barrick operates mines and advanced exploration and development projects on five continents, and holds large land positions on some of the most prolific and prospective mineral trends. Our vision is to be the world’s best gold mining company by operating in a safe, profitable and responsible manner.