

4 HUMAN RIGHTS

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 impacts on the natural environment, both today and with future generations in mind.



+17,500 hours of human rights training provided to security personnel at legacy Barrick sites alone



Workers are partners in our business and all employees are **free to join unions** to protect their interests



We aim to not cause, contribute to, or be directly linked to any serious allegations of **human rights incidents** at any mine we operate



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

“ We are very committed to playing our part in building a world of universal respect for human rights and fundamental freedoms for all. We provide guidance and training to all employees and contractors to ensure they understand and act on their human rights responsibilities. ”

Ashleigh Lawson, SVP Assurance and Risk

HUMAN RIGHTS COMPLIANCE

Our mines operate in highly diverse social, economic and political environments, including locations where human rights may not be fully recognized or protected. Each location has a different cultural context, faces different risks of negative human rights impacts and encounters different expectations from their respective host communities, Governments and key stakeholders. No company of our scale can eliminate all human rights risks linked to its operations. By putting in place transparent and effective mechanisms to implement our policy we aim to not only minimize our exposure to human rights impacts, but also facilitate access to remedy and contribute to a greater awareness and understanding of the importance of upholding human rights.

Management approach

Our commitment and approach to human rights are set out in our updated Human Rights Policy. This policy commits us to always strive to act in accordance with the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises and the Voluntary Principles on Security and Human Rights. We consider human rights to be all internationally recognized human rights in the International Bill of Human Rights and the International Labor Organization (ILO) Declaration of Fundamental Principles and Rights at Work.

Overall design and oversight of our human rights compliance activity rests with our Senior Vice President (SVP) of Assurance and Risk. She is supported by senior executives such as the Group Sustainability Executive and Human Resources Executive.

Core activities we undertake to implement our Human Rights Policy include:

- **Monitoring and reporting:** We monitor for potential human rights incidents and strive to be transparent in our reporting of these. Key mechanisms to enable concerns to be raised include our grievance mechanism (see ‘Community engagement’ section) and our confidential hotline, managed by an independent third party. We publicize our human rights commitments to local communities and other stakeholders and consult with them about their expectations around human rights.
- **Due diligence:** Part of our human rights compliance is a human rights risk assessment program that operates on a two-year cycle. In each initial year every mine conducts self-assessments, under the supervision of the SVP Assurance and Risk, to evaluate the actual, potential and perceived human rights risks and impacts on the operation. In the second year, a stand-alone, independent human rights assessment program is conducted on sites exposed to high and medium levels of risk for human rights incidents. Previous assessments were conducted by Avanzar, a respected independent consulting organization. In 2018, independent assessments were conducted at the Lumwana mine in Zambia and the Lagunas Norte and Pierina mines in Peru.



- **Training:** We provide training on our human rights expectations to all new employees. We provide further training on human rights for locations and functions where human rights risks are most acute, such as security personnel. We have a corporate target for 90% of employees, identified as working in areas of highest risk to receive enhanced in-person human rights training. Achieving this target forms part of the remuneration scorecard for all employees.
- **Disciplinary action and remedy:** Violation of our Human Rights Policy and related procedures leads to disciplinary action, up to and including termination of employment or contracts. This applies not only to committing a human rights violation but also failing to report suspected incidents or hindering investigations into potential human rights violations. We are unequivocal in advising our people and third parties that, where we conclude that they have committed or contributed to serious human rights violations, we will cooperate with the relevant authorities and law enforcement in prosecution efforts and we may assist victims in seeking redress directly against perpetrators using internationally recognized channels.

Suppliers

Our human rights compliance practices extend to our supply chain. As set out in our Vendor On-boarding Standard and in our Human Rights Policy, we conduct due diligence on all entities receiving funds from Barrick, including suppliers, service providers and civil society groups. This includes baseline human rights due diligence. The on-boarding process covers the Supplier Code of Business Conduct and Ethics and Barrick's human rights program, as well as adherence to the Company's safety and environmental standards. We insist that human rights terms and conditions be included in contracts and require periodic human rights reporting, certifications and/or training.

We also conduct post-contract monitoring and auditing. Current vendors are assessed every three years and high-risk vendors (such as those connected with resettlement or security) are assessed annually. Assessments are the responsibility of the head of supply chain at each operation.

2018 Performance

We achieved the key targets of our human rights program in 2018 including:

- Neither the legacy Barrick nor former Randgold sites caused or contributed to any serious human rights incidents.
- Independent human rights assessments were conducted at Lumwana (Zambia), Lagunas Norte (Peru) and Pierina (Peru)¹.
- At legacy Barrick sites, more than 300 new hires were on-boarded and received human rights training and approximately 3,500 people completed the online human rights training in 2018. The target for 90% of those most exposed to human rights risk to receive enhanced human rights training was exceeded.
- We did not identify any evidence of slave or forced labor, child labor or human trafficking on any of the sites across the expanded Group.

¹ Summary findings are available on request.



Security

Our greatest exposure to potential impacts on human rights often relates to security at our mines. We produce a precious commodity – gold – and contract or employ security personnel at most of our operations to protect our assets and our people. In some locations, we may rely on public security to protect the mine. In such cases, public security personnel may have unknown backgrounds that we cannot control.

To manage these risks, we are committed to act in accordance with the Voluntary Principles on Security and Human Rights (the VPs). In practice this includes:

- Each applicable mine has Standard Operating Procedures in relation to security that are informed by the VPs
- We are putting in place measures to deliver compulsory human rights training based on the VPs to all security personnel across the expanded Group by the end of 2019
- Our training requirements apply equally to third-party organizations providing security personnel. In general, private security personnel employed by Barrick do not carry hard munitions

Since 2011, we have Bureau Veritas, a leading independent assurance firm, to complete an annual VP assessment at our sites and assure our commitment to the implementation of the VPs.

It is the responsibility of the mine's General Manager to check that standard operating procedures are followed, overseen by regional COOs. If a security incident occurs, then investigations are overseen by SVP Assurance and Risk in conjunction with the relevant regional COO with disciplinary action enacted, up to and including termination of employment or contracts. Where appropriate, we will cooperate with the police in prosecution efforts, and may assist victims in seeking redress directly against perpetrators.

At some sites, where mandated or where appropriate, we have Memoranda of Understanding with security agencies. This is the case in Zambia, Peru, DRC, Côte d'Ivoire and the Dominican Republic, and all reflect the terms of the VPs. The Porgera Joint Venture has a Memorandum of Understanding with local police forces in Papua New Guinea.

We have a template reflecting our security and human rights expectations for joint ventures and affiliates in which we have an interest but do not control and seek to use our leverage to help implement those expectations.

2018 Performance

There were no major security incidents at any legacy Barrick or former Randgold sites in 2018.

In 2018, all security personnel at legacy Barrick sites (more than 800 employees and approximately 700 contractors) received dedicated, in-person human rights training, including use-of-force training. This comprised more than 17,500 hours of total training.

As part of our annual external assurance process, Barrick engaged Bureau Veritas to complete a VP assessment at Pueblo Viejo in the Dominican Republic in early 2018 and at Veladero in early 2019. Bureau Veritas found Barrick maintained its commitment to the implementation of the VPs and that the sites surveyed had instituted appropriate systems and procedures to ensure adherence to the principles.



LABOR RELATIONS

The Universal Declaration of Human Rights recognizes workers' rights to collective bargaining and to take action to protect their interests. At Barrick we see the ability to unionize, the provision of fair wages, benefits and reasonable working hours not only as part of a commitment to human rights, but as important elements in building a motivated and satisfied workforce.

Management approach

We respect the rights of all workers to freedom of association, collective bargaining and peaceful process. Our Human Rights Policy commits us to upholding the International Labor Organization Core Conventions and we engage with trade unions in an honest and constructive way.

Transparent two-way communication is at the heart of our approach to labor relations. We keep our people updated on important Company information through our intranet, targeted announcements and face-to-face meetings. We offer a range of communication channels to enable employees, unionized or not, to openly express genuine concerns openly with the support of their colleagues and without fear of reprisal. These include both public forums such as town hall meetings or digital platforms and private forums such as our whistleblower hotline. We also encourage Senior Executives, including Human Resource Executives, General Managers and our CEO to be involved in key industrial relations discussions.



At our mines in Mali, Côte d'Ivoire and the DRC, labor representatives are invited to attend the relevant mine's quarterly Board Meetings and are consulted on key business decision-making processes, including cost reviews. For those operations where there are collective bargaining agreements in place, we respect minimum notice periods regarding communicating operational changes and invite regular feedback from labor representatives.

Fair wages

We take a country-based approach to salaries, compensation and benefits. We offer competitive and locally-appropriate benefits that range from healthcare, to 24-month interest free loans that help workers on mines in Sub-Saharan Africa to buy transportation.

2018 Performance

Approximately 38% of employees were covered by collective bargaining agreements in 2018 across both legacy Companies. This includes 3,400 employees (23% of employees) at legacy Barrick sites and approximately 3,900 employees at former Randgold¹ (85% of employees).

At legacy Barrick sites in 2018, relations with labor unions were strong with no significant issues. However, there were some significant disputes at three former Randgold sites in West Africa in 2018.

In Mali, three short strikes took place at Loulo and two at Gounkoto. At Tongon, in Côte d'Ivoire, negotiations regarding employee benefits broke down twice during the year, when the local union demanded a benefit package that included a seven-month bonus guaranteed every year. The breakdown led to a strike in April and a lock out in July and August. In total, 123 days (11 at Loulo-Gounkoto and 112 at Tongon) were lost due to strikes or lockouts during 2018.

¹ The right to freedom of association is enshrined in law in all host countries of former Randgold mines. We estimate that approximately 85% of former Randgold employees are union members with the remaining 15% set apart only due to a long-term incentive program introduced to identify them as senior employees.

INDIGENOUS PEOPLE

Indigenous people often have profound and special connections to, and identification with, lands and waters and these can be tied to their physical, spiritual, cultural and economic well-being. Respecting the values, needs and concerns of indigenous peoples in our site activities is core to the way we do business and helps us develop long-term, mutually beneficial relationships with those affected by our activities.

Management approach

Four of our operating sites – Goldstrike, Turquoise Ridge, Cortez and Hemlo, and two projects at the Pascua-Lama and Donlin Gold projects – are located near the traditional territories of indigenous peoples. We have agreed arrangements in place with indigenous peoples at all these sites, except for Pascua-Lama. Both Barrick Nevada and Hemlo have also developed and are implementing an Indigenous Peoples Plan that outlines specific actions to engage, address impacts and provide opportunities to local indigenous peoples.

New projects and significant expansions of operations located on lands traditionally owned by, or under the customary rights of, indigenous peoples must also align their activities with the *ICMM Position Statement on Indigenous Peoples and Mining*. As a Company, Barrick is committed to working with Governments and other partners to shape the process for achieving free, prior and informed consent (FPIC) from significantly impacted indigenous peoples for new projects and major changes to existing projects, aligned with the ICMM Position Statement.

2018 Performance

There were no major incidents or violations of rights involving indigenous populations at our sites in 2018. We enjoyed many good relations, such as those described in the case study: 'Our ongoing partnership with the Western Shoshone Community'.

GENDER DIVERSITY AND ANTI-DISCRIMINATION

We believe that diversity, including gender diversity, helps build a stronger workforce and improved business performance, so it is disappointing that mining continues to be a male-dominated industry. We also recognize sexual harassment as a risk that must be pro-actively managed.

Management approach

We are committed to being an equal opportunity employer. Our policy is to appoint the best person to the job irrespective of gender, race, disability, ethnicity, religious belief or sexual orientation. As stated in our Human Rights Policy, we strive to act in accordance with the ILO Core Conventions.

We recognize that the majority of our workforce is male but have taken steps to encourage greater gender diversity. We aim for equal pay opportunities for both women and men in equal or similar roles that require similar levels of education and experience. Discrimination in any form is strictly prohibited by our Code of Business Conduct and Ethics and our Human Rights Policy. Such commitments extend to contractors too.

The community near Lagunas Norte in traditional Peruvian dress.



2018 Performance

In 2018, just under 10% of employees (1,885 people) across both legacy Companies were female. This represented 12% of legacy Barrick and over 3% of former Randgold employees.

In terms of high-level positions in 2018, at legacy Barrick, 15% of senior management were women and its Board included two women at the end of 2018, while 13% of senior management at former Randgold were women and its Board included three women.

The reconstituted Barrick Board was formed with nine members, of whom one was female. Regrettably, on February 28, 2019, María Ignacia Benítez passed away. Barrick's Corporate Governance & Nominating Committee initiated a search for an equally compelling and qualified female candidate to fill the vacant Board position and on August 9, 2019, we announced the appointment of Loreto Silva to the Board of Directors as an Independent Director.

Sexual harassment

We have a zero-tolerance policy for sexual harassment at Barrick. Anyone who is found, after appropriate investigation, to have engaged in unlawful harassment of another person will be subject to appropriate disciplinary action, which, depending on the circumstances, may include dismissal. To implement this policy across the Group, we have put in place a global anti-harassment standard and dedicated training programs on the topic. In the US alone, we trained 3,599 employees, hourly and salaried, specifically on sexual harassment training. In addition, we trained 3,629 salaried employees on the Code of Conduct and Business Ethics, which also includes sexual harassment information.

CASE STUDY

EQUAL OPPORTUNITIES TO UNLOCK POTENTIAL

Following our recent merger, Barrick continues to be committed to providing equal employment opportunity to men and women, setting them up to grow professionally and succeed in a fast-paced and high-pressure environment.

One example is Alejandra Vial, Director of Site Closure in Chile, who has ascended in her career since joining Barrick in 2015 as a Manager of Environment and Permitting, predominantly overseeing aspects of the Company's Alturas and Pascua-Lama projects in that country. Vial joined Barrick after more than 20 years working in copper mining and consulting, seeking the opportunity to grow professionally and tackle big challenges.

"I have led engineering teams and have been selected for projects based on my abilities and competencies," Vial says. "I've never felt marginalized, diminished, or as though I was denied or not offered opportunities because I am a woman and so I feel valued as a person."

Vial has found Barrick a supportive employer, whether through supporting her in learning English to teaching her about other disciplines and professions to better coordinate multidisciplinary teams. Vial has also found a helpful environment in which to maintain a good work-life balance that allows her to take care of her five children. This includes the flexibility to work remotely.

"I've found it energizing and exciting to be able to share experiences and information with people in other parts of the world and working at Pascua-Lama has provided me great opportunities to grow," Vial says. "As long as I've got something to challenge me, something to solve, I'll always be happy, and Barrick offers that."

Alejandra Vial (Second from left) has never felt marginalized.



TARGETS FOR 2019 AND BEYOND

Not to cause, contribute or be directly linked to any **serious human rights incidents** at any mine we operate



Human rights training for **100%** of new employees and enhanced training for at least **90%** of highly exposed employees



All mines to complete **human rights assessments.** External, independent human rights assessments to be conducted at two legacy Barrick sites and two former Randgold sites

INTEGRATING THE SUSTAINABLE DEVELOPMENT GOALS

<p>SUST DEVELOPMENT</p>	<p>5 GENDER EQUALITY</p> 	
<p>Overview contributions</p>	<ul style="list-style-type: none"> ■ We employed 1,885 women in 2018, approximately 10% of our employees across the combined legacy Companies. ■ All female staff have equal pay opportunities with men in equal or similar roles and we are committed to being an equal opportunities employer. 	
<p>Snapshot examples</p>	<ul style="list-style-type: none"> ■ In Africa, we provide support to women's projects such as market gardens, that provide additional income for local women. We also raise awareness with communities of the importance of work for women. ■ In 2018, near the Pierina mine in Peru, we facilitated workshops and programs to strengthen leadership skills for more than 100 local women. 	

