SAFETY & HEALTH
Management System

BARRICK

Every person going home safe and healthy every day.

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*All related documents supporting the Barrick Safety and Health Management System
are located in the Barrick Knowledge Centre on the Barrick Central Intranet.*

Barrick's Commitment to Safety and Health

Barrick's commitment to safety and health is so fundamental that we consider it part of our DNA.

In our business operations, we focus on maximizing shareholder value and controlling operating costs, but we will never compromise on safety. We want safe production, and we are committed to continuously improving our safety performance at all of our locations.

A focus on safety and health puts people first and that is the right thing to do. But it also makes good business sense because a good safety record reduces risk and costs. It enhances productivity. When we care for people, it is reflected in the care employees take for each other, for their equipment, and every aspect of their jobs. Safe production is always our goal, and we are committed to improving our safety performance at every site. Over the past decade, Barrick's safety performance has continuously improved, and we have earned a reputation as a safe operator. This makes us an employer of choice for current and new employees.

This important document – the Barrick Safety and Health Management System – sets out our approach to achieving the ultimate goal of zero incidents. It is supported by our Courageous Leadership approach, which encourages people to speak up about safety concerns and take responsibility for their actions. We invest in safety training and coaching, promote risk assessments and visible felt leadership, sponsor emergency preparedness programs, conduct regular audits to assess our performance, and celebrate our successes through the annual Safety Awards recognition program. These many efforts combine to create a safety culture throughout the company.

Our systems and processes are only as good as the leadership and commitment we demonstrate every day on the job. We must all be engaged in the safety mission. Maintaining a safe and healthy workplace requires diligent attention every day. Speak up if something isn't right. Accept responsibility for your safety and health, and don't take shortcuts. Look out for your co-workers. When we all accept this daily challenge, our safety vision of "Every person going home safe and healthy every day" can be achieved.

Jamie Sokalsky
President and CEO

"A FOCUS ON SAFETY AND HEALTH PUTS PEOPLE FIRST AND THAT IS THE RIGHT THING TO DO."

Barrick's Vision and Values

Barrick's commitment to Safety and Health is an integral part of the company's overall Vision and Values.

Our vision...

Barrick's vision is to be the world's best gold mining company by operating in a safe, profitable and responsible manner.

...and our values

INTEGRITY

Recognizing that shareholders, employees and our host jurisdictions are our most important stakeholders, we must act in an honest, trustworthy and ethical manner. We treat the company's assets as our own. Our credibility and reputation are vital to our success. We recognize that protecting our social license to operate is essential.

RESPECT AND OPEN COMMUNICATIONS

We treat others with respect and foster an inclusive culture that promotes engagement. We communicate our business strategy, collaborate and break down barriers. We value diversity and the courage to speak up on issues and opportunities.

RESPONSIBILITY AND ACCOUNTABILITY

We accept our individual responsibilities, set priorities and act on them. Our people are empowered to be decisive, focusing on delivering outstanding results in a responsible manner. We assess risks and take action to mitigate them. We embrace our commitments to safety, the environment and our communities and hold these as personal and professional values.

TEAMWORK

We work together to achieve our objectives and celebrate success, ensuring our individual goals are aligned with the team's and the company's objectives. We help each other improve through development and empowerment, building trust and confidence in each other's capabilities. We collaborate across regional and functional lines to achieve our strategic goals.

CREATE SHAREHOLDER VALUE

We are focused on generating superior shareholder returns through a disciplined approach to capital allocation and cost management. We hold ourselves accountable for the promises we make and focus our resources on achieving our financial and operational objectives. We are entrepreneurial and agile, continually improving our business performance to maximize the value we deliver to our shareholders.

BARRICK

Safety and Health Policy

Barrick's Safety and Health Policy outlines the company's commitment to a zero-incident work environment with a safety culture based on teamwork and safety leadership. It reflects the Barrick safety vision, which is "Every person going home safe and healthy every day."

We are committed to performing every job in a safe and healthy manner. Work-related injury or illness is unacceptable, and we are committed to identifying and eliminating or controlling workplace hazards to protect ourselves and others. Everyone is responsible for workplace safety.

Every person going home safe and healthy every day.

SAFETY AND HEALTH POLICY

We Believe

Nothing is more important to Barrick than the safety, health and well-being of our workers and their families.

All injuries and occupational illnesses are preventable, and there is no job worth doing in an unsafe way. None!

We are a team treating everyone with respect, building trust, listening to understand safety and health issues while supporting each other to work in a safe and healthy manner and in compliance with all applicable rules and regulations.

We are courageous safety leaders who act with a sense of urgency to eliminate or effectively control safety and health hazards.

We Promise

To continuously identify and implement safe and healthy ways to do the job.

To maintain a high degree of emergency preparedness.

To keep safety and health as a value that drives overall performance.

To hold each other accountable for superior safety and health practices and to provide the leadership and resources needed to achieve our vision.

To encourage each other to be champions of safety and health both on and off the job.

Jamie Sokalsky
President and Chief Executive Officer

James K. Gowans
Exec. Vice President and Chief Operating Officer

January 2014

BARRICK

"STRONG OVER-
SIGHT AT EACH
LEVEL ENSURES
ACCOUNTABILITY
FOR ACTIVITIES AND
RESULTS."

Governance

Barrick provides governance for the Safety and Health function as part of an integrated framework that also includes Community Relations, Environment, and Security. Barrick wants to be a welcome partner in the communities where it operates, and all of these corporate functions play a significant role in the company's 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 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 matter 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 sites, and results are reported to a committee of the Board of Directors. In addition, a special Corporate Responsibility Committee develops policy and strategic advice on major issues.

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

The Board Committee has a key oversight role. As part of this group's responsibility, Committee members make an annual tour of a Barrick site to inspect and assess first-hand that appropriate policies and measures are in place. They talk with management and staff about local operations, as well as the environmental, health and safety programs at the site. They visit the workshops, the mining areas, and other working zones to closely observe activities.
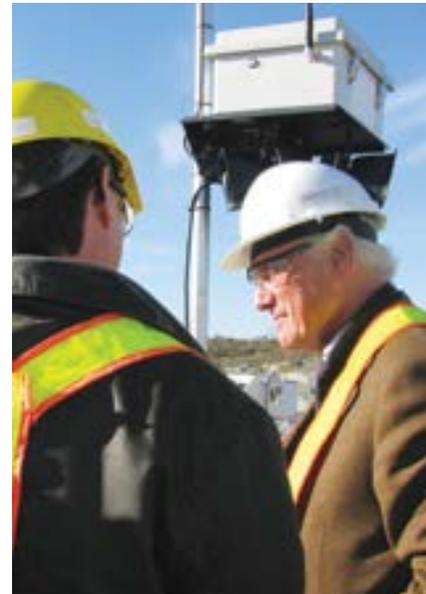
BARRICK GOVERNANCE MODEL FOR RESPONSIBLE MINING

Community Relations, Environment, Safety and Health, and Security

BOARD COMMITTEE
(QUARTERLY)

- **Provides** oversight
- **Reviews** company performance
- **Focuses** on key trends and issues
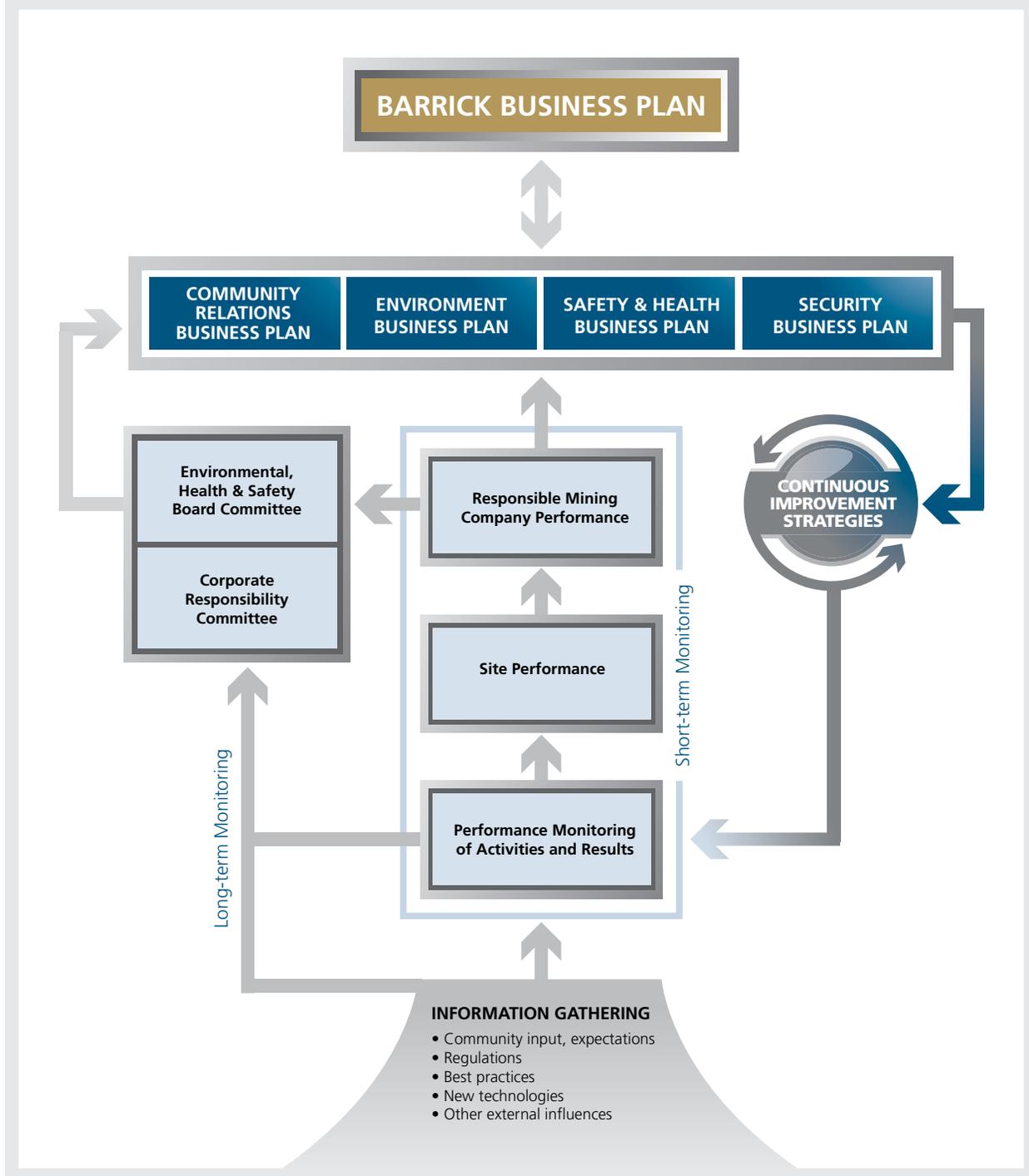
CORPORATE RESPONSIBILITY COMMITTEE
(QUARTERLY)

- **Provides** leadership on policy and strategic issues
- **Ensures** integration and global alignment
- **Assesses** major sustainability risks

OPERATIONS COMMITTEE
(QUARTERLY)

- **Sets** standards, strategic direction and performance targets
- **Monitors** emerging issues and impact
- **Leads** continuous improvement
- **Conducts** reviews of major incidents
- **Manages** stewardship programs and global metrics

SITE COMMITTEE
(6-12 MEETINGS/YEAR)

- **Manages** site-specific issues
- **Raises** issues that need Corporate attention
- **Manages** stewardship of programs and metrics for site
- **Implements** programs, activities to meet corporate strategies
- **Develops** annual improvement plans

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.

PLANNING PROCESS FOR RESPONSIBLE MINING

BARRICK BUSINESS PLAN

| COMMUNITY RELATIONS BUSINESS PLAN | ENVIRONMENT BUSINESS PLAN | SAFETY & HEALTH BUSINESS PLAN | SECURITY BUSINESS PLAN |

Environmental, Health & Safety Board Committee

Corporate Responsibility Committee

Responsible Mining Company Performance

Site Performance

Performance Monitoring of Activities and Results

Long-term Monitoring

Short-term Monitoring

CONTINUOUS IMPROVEMENT STRATEGIES

INFORMATION GATHERING
- Community input, expectations
- Regulations
- Best practices
- New technologies
- Other external influences

This diagram shows how the Barrick governance system works to support Responsible Mining. Barrick seeks input from the community, regulators, and other stakeholders to guide best practice activities at the site, corporate and Board levels. To ensure an integrated approach, the same governance model applies to Barrick Community Relations, Environment, Safety and Health, and Security functions.

The Safety and Health Management System

Introduction

Barrick's Safety and Health Management System defines the company's philosophy and requirements that ensure all Barrick locations are aligned with our respect for people and our business objective of safe production. Systems and processes are only as good as the leadership and commitment individuals demonstrate every day on the job.

Integral parts of the system include:

- A clearly articulated vision of "Every person going home safe and healthy every day" that reflects our ultimate goal of zero incidents
- A Safety and Health policy
- A Courageous Leadership approach that empowers employees to speak up about issues
- Standards and guidelines that specify requirements for many activities
- An organizational structure that clearly defines responsibilities and accountabilities
- Extensive training at all levels
- A Safety and Health Knowledge Centre, a dynamic documents register on the company's intranet that assists employees to implement and comply with the Safety and Health Management System, standards and programs

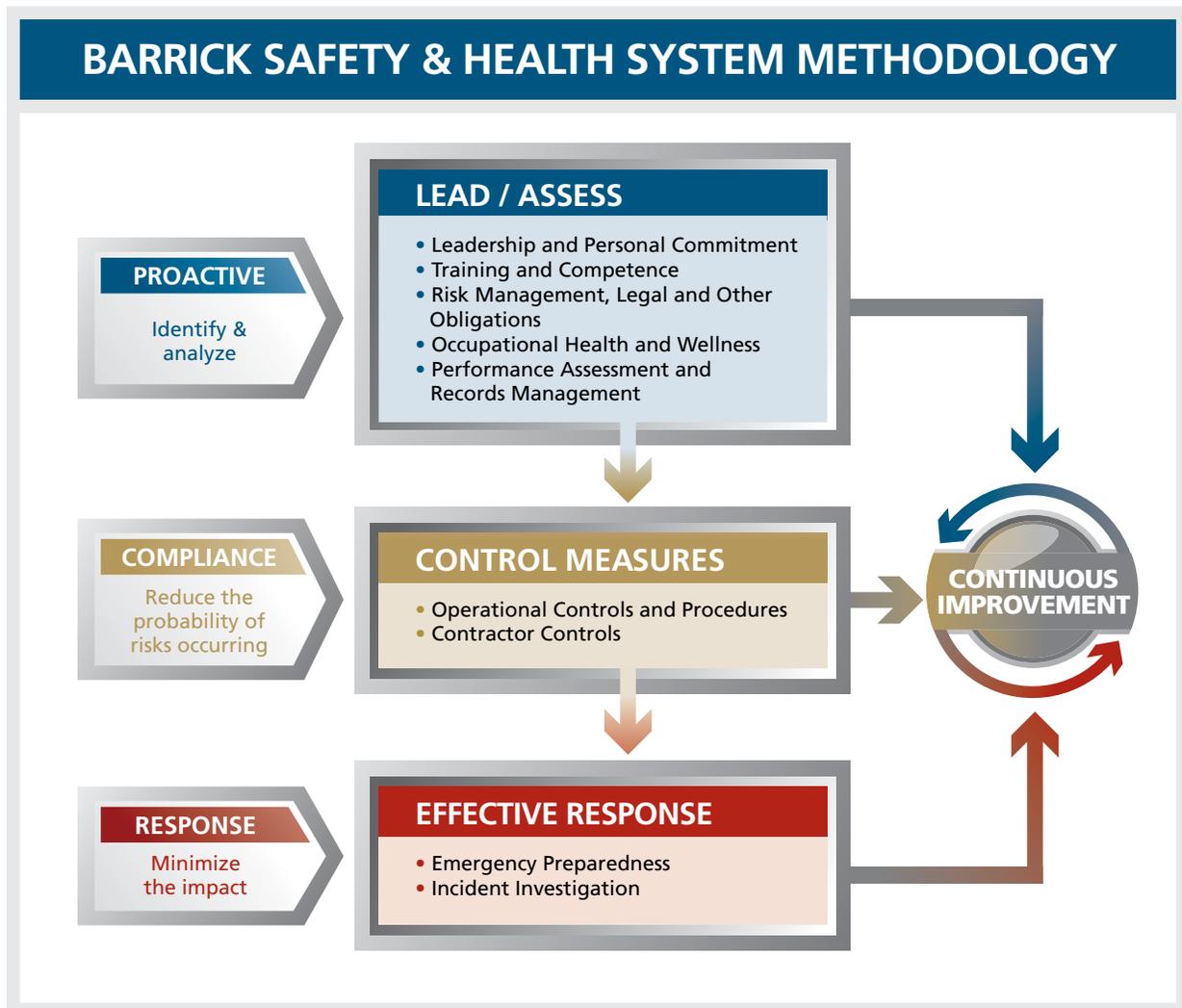**Key aspects of the Barrick Safety and Health Management System include:**

- Global application to all Barrick sites and locations
- Integrated planning through entire mine life-cycle, from exploration to closure, including acquisitions and divestitures
- Compliance with all applicable laws and regulations
- Adoption of best practices
- Visible felt leadership to create a positive safety culture
- Risk assessment tools to identify and mitigate risks

"COMPANY POLICIES PROMOTE **HEALTHY** LIFESTYLE CHOICES."

Elements of the Barrick Safety and Health Management System

1 Leadership and Personal Commitment
2 Training and Competence
3 Risk Management, Legal and Other Obligations
4 Operational Controls and Procedures
5 Occupational Health and Wellness

6 Contractor Controls
7 Incident Investigation
8 Emergency Preparedness
9 Performance Assessment and Records Management

BARRICK SAFETY & HEALTH SYSTEM METHODOLOGY

PROACTIVE
Identify & analyze

LEAD / ASSESS
• Leadership and Personal Commitment
• Training and Competence
• Risk Management, Legal and Other Obligations
• Occupational Health and Wellness
• Performance Assessment and Records Management

COMPLIANCE
Reduce the probability of risks occurring

CONTROL MEASURES
• Operational Controls and Procedures
• Contractor Controls

RESPONSE
Minimize the impact

EFFECTIVE RESPONSE
• Emergency Preparedness
• Incident Investigation

CONTINUOUS IMPROVEMENT

This diagram shows how the nine elements of the Barrick Safety and Health Management System work together to ensure high performance and facilitate continuous improvement. The elements are consistent with best practices in the field. They are designed to provide consistency in direction across the company in terms of specifying requirements and responsibilities, but are not intended to be prescriptive.

1 Leadership and Personal Commitment

Leaders influence culture

It is important to establish clear roles, responsibilities and accountabilities for individuals and teams at all levels of the organization. Those in leadership roles have a special obligation to lead by example. They must be role models for Barrick's core values and must proactively communicate the importance of safety and health throughout the organization. What leaders value and how they behave determine the safety culture. Leaders must take action to create and promote a safe workplace. Leaders must encourage and empower workers to speak freely and offer suggestions. They can best achieve this through visible felt leadership, being active and visible in the field, interacting positively with employees to coach them and encourage good safety behaviors. Achieving our safety vision requires courageous leadership and personal commitment from everyone.

"I MAKE
A DIFFERENCE!"

"WHEN EVERY INDIVIDUAL ACCEPTS THIS DAILY CHALLENGE, THE GOAL OF **ZERO** INCIDENTS CAN BECOME A REALITY."

Every individual is a Courageous Safety Leader

All Barrick employees must be a courageous safety leader who takes personal responsibility for safety on and off the job. Every individual has a responsibility to maintain a safe and healthy workplace through their daily actions, regardless of job title.

- Acknowledge "I am a leader who can make a difference"
- Accept responsibility for your own safety and health and that of your coworkers
- Proactively identify and eliminate hazards
- Use the field level risk assessment process for every task
- Remain vigilant about safety; never become complacent
- Never take shortcuts
- Speak up if something isn't right; communicate any unsafe conditions to your supervisor
- Refuse work for which you have not been properly trained
- Observe good safety habits at home and while driving

Barrick will continuously improve its overall business performance by learning from experience, involving employees and using appropriate resources to support the company's safety vision: "Every person going home safe and healthy every day."

Requirements/Responsibilities

	Corporate Management	Site/Project Management	Individual
Planning and Organizing			
Establish clear roles, responsibilities and accountabilities for individuals and teams at all levels of the organization to support full compliance with the Safety and Health Management System.	✖	✖	
Provide adequate budget and resources to ensure plans can be implemented and objectives can be achieved.	✖	✖	
Establish annual plans and activities at all levels of the organization based on the corporate strategic plan, critical risks, legal requirements, policy commitments, technical improvements and global and site targets.	✖	✖	✖
Develop clearly-defined safety and health performance objectives for all levels of supervision. This must include a personal safety action plan, a target for an appropriate level of field presence, and indicators of prompt, personal feedback to employees' concerns.		✖	
Provide support and appropriate resources for audits.	✖	✖	
Conduct safety reviews of projects, new construction, equipment purchases and facility changes.	✖	✖	
Provide supervision and leadership in required incident investigations.	✖	✖	
General, project, and site managers will take an active leadership role in site safety and health committees to address concerns, issues and opportunities for continuous improvement. These committees should include representation of employees, supervision, management and major contractors where appropriate.		✖	
Ensure safety leadership and safety management training is provided for all levels of supervision to address: ▪ Understanding safety management, standards and regulatory requirements ▪ Skill and competency training ▪ Coaching and mentoring ▪ Becoming a role model	✖	✖	
Communication			
Maintain processes for internal communication across the company, including requirements, roles, risks and associated controls, incidents, concerns, best practices, lessons learned, objectives, targets and performance.	✖	✖	

"VISIBLE FELT LEADERSHIP IS ABOUT BEING IN THE FIELD, COACHING PEOPLE HOW TO ASSESS RISKS, DEMONSTRATING YOU CARE, AND MOTIVATING THEM TO PROTECT THEMSELVES AND OTHERS."

"ANNUAL BARRICK
EXCELLENCE AWARDS
RECOGNIZE
SAFETY LEADERSHIP
AND
PERFORMANCE."

Requirements/Responsibilities

	Corporate Management	Site/Project Management	Individual
Demonstrate safety and health is a high priority by: ▪ Role modeling the desired safety behaviors ▪ Mentoring and encouraging others ▪ Issuing regular communications about safety and health issues and performance ▪ Conducting safety and health interactions with employees (visible felt leadership) ▪ Discussing safety and health as a value-adding topic at all meetings	✖	✖	
Comply personally with all safety and health standards.	✖	✖	✖
Ensure every worker understands and adheres to job-specific and legislated/regulatory requirements and responsibilities.		✖	
Provide a mechanism for employees and contractors to anonymously raise safety and health concerns.	✖	✖	
Recognize employees and contractors (management, supervision, workers) for excellent safety and health performance.		✖	
Implement an award program to recognize individual safety and health leadership and excellent safety performance at sites.	✖		
All employees are responsible for and empowered to take personal leadership to: ▪ Ensure their work areas and equipment are in safe condition ▪ Ensure that every task/job they perform is done safely and with no adverse health consequences ▪ Identify, assess, control and report hazards ▪ Safeguard and watch out for co-workers ▪ Follow established procedures ▪ Identify situations where procedures are not adequate ▪ Ask for help if their skills, physical capabilities and/or knowledge are not adequate to do the task ▪ Refuse and report work they deem unsafe ▪ Demonstrate safe work behaviors			✖

Community and Stakeholder Relations

Maintain a process for documenting and responding to external inquiries related to safety and health concerns.	✖	✖	
Maintain constructive dialogue on relevant safety and health issues, performance and programs with external stakeholders, including periodic public reporting on safety and health performance.	✖	✖	

2 Training and Competence

The company is responsible for providing workers with a safe and healthy work environment and for ensuring they have the skills and knowledge, including knowledge of applicable legislation, to work in a safe and reliable way. This means providing opportunities for learning, as well as reinforcing and monitoring the application of learned skills and knowledge on the job.

Requirements/Responsibilities

	Corporate Management	Site/ Project Management	Individual
Develop opportunities for safety and health professionals to ensure the continued enhancement of expertise and succession planning.	✖	✖	

Conduct training and competency needs assessment based on the following requirements:
▪ Identify all tasks that need to be performed
▪ Identify the critical tasks
▪ Assess each task and identify the knowledge and skills necessary to demonstrate competency to perform the task safely
▪ Implement a process to evaluate the level of safety and health competency for:
  » New hires
  » Transferred workers
  » Existing workers
▪ Implement a process to update the training and competency needs assessments
		✖	

Develop specialized training programs based on outputs from formal risk assessments.		✖	
Contracts must provide training and competency requirements for contractor employees to perform work safely.	✖	✖	

"SAFETY TRAINING AND COACHING CONTRIBUTE TO THE SAFETY CULTURE."

Requirements/Responsibilities

	Corporate Management	Site/Project Management	Individual

A training program must be established to address the following topics as a minimum:

- Company safety philosophy, expectations and personal responsibilities
- Barrick Orientation Matrix
  - » Employee orientations
  - » Contractor orientations
  - » Visitor orientations
- Skills and knowledge of assigned tasks ✖
- Hazard recognition and control
- Risk management and management of change
- Emergency procedures and basic first aid
- Health and wellness
- Regulatory requirements
- Refresher training
- Updates or changes to safety and health related issues
- Input from incident analysis
- Other topics identified in the training needs assessment

Training programs must define:

- The level of knowledge and skills to be learned and demonstrated ✖
- Frequency of training
- Initial and ongoing training requirements to ensure competency

"TRAINING PROGRAMS OFFER THE KNOWLEDGE AND SKILLS TO **WORK SAFELY.**"

3 Risk Management, Legal and Other Obligations

Barrick takes a strategic approach to improving safety and health performance through the effective use of risk assessments. By identifying and prioritizing risks, the company makes informed decisions and introduces appropriate controls to eliminate or mitigate risks.

Effective use of risk assessment tools applies at all levels of the organization, whether it's an enterprise-wide risk assessment, formal risk assessment at the overall site level, or a field level risk assessment for a specific task. Barrick strives to instill the risk assessment approach across the organization as part of the safety culture.

The company's facilities, designs and plans – from exploration to closure – are subject to continual change and improvement. While necessary for business success, changes can also introduce new risks that affect people, environment, processes and equipment. Through its management of change process, Barrick ensures operational changes are properly identified, assessed, and controlled to avoid unintended consequences.

As part of its responsible mining philosophy, Barrick believes that sound safety and occupational health management practices are in the best interests of its business, employees, shareholders, and the communities in which it operates. Barrick is committed to compliance with all permits, laws, rules and regulations, and Barrick honors its agreements with communities. Poor performance in these areas increases risk, increases cost in the long term, and can jeopardize a company's license to operate.

"**HAZARDS** CAN BE IDENTIFIED, ASSESSED AND RISKS MITIGATED."

"AN ANNUAL
RISK ASSESSMENT
AT EACH SITE
IDENTIFIES
RISKS
AND THE CONTROLS
PUT IN PLACE TO
MITIGATE THEM."

Requirements/Responsibilities

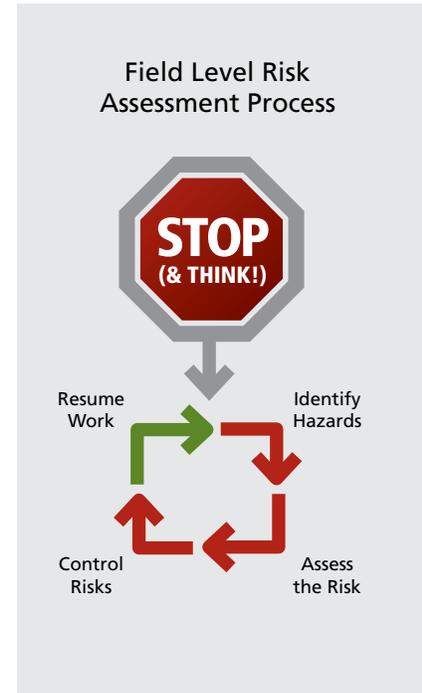| Risk Management and Management of Change	Corporate Management	Site/Project Management	Individual
The vice president of safety and health will ensure that processes, procedures, tools, and guidelines are in place and that training is available to develop expertise in: ▪ Personal and team field level risk assessment ▪ Formal risk assessment ▪ Annual site risk assessments ▪ Identification of risk	✖		
Define and document clear responsibility and authority for coordinating, implementing, and following up the hazard identification, risk assessment and management of change processes.	✖	✖	
Conduct formal risk assessments as required by the Barrick Safety and Health Management System and associated standards and procedures.	✖	✖	
Consider relevant safety and health impacts in all formal risk assessments.	✖	✖	
Conduct and document an annual risk assessment using the Barrick Formal Risk Assessment procedure for each site. The risk assessment must be sponsored by the general manager, reviewed by corporate and submitted to the vice president of safety and health.		✖	
Sites must maintain a risk register based on the outputs of the formal risk assessments conducted on the site.		✖	
Risks that may be common with other sites must be communicated to the corporate safety and health group or directly to other sites.	✖		

Requirements/Responsibilities

Requirements/Responsibilities	Corporate Management	Site/Project Management	Individual
Implement a hazard identification process which incorporates: ▪ Workplace and equipment assessment by the worker ▪ Confirmation of workplace and equipment assessments by supervisor ▪ Quality safety interactions between supervisors and employees regarding hazard identification and risk assessment ▪ Comments from workers and supervisors to mitigate hazards identified ▪ Compliance with legislation, adopted codes of practice, and regulations		✖	
Implement a field level risk assessment process that addresses the following questions: ▪ What am I doing? ▪ What could go wrong? ▪ How could it affect me or others? ▪ What can I do about it?		✖	
Implement a management of change process according to the Barrick Management of Change Procedure.		✖	

Legal and Other Obligations (Safety and Health)

Requirements/Responsibilities	Corporate Management	Site/Project Management	Individual
Identify legal requirements, corporate requirements and commitments made to external stakeholders.	✖	✖	
Maintain an obligations register and associated tools to manage and monitor legal and other requirements.		✖	
Track developing legislation and regulations to anticipate and prepare for compliance.	✖	✖	
Participate in the development of new legislation and regulations where opportunities exist.	✖	✖	
Inform employees and others working on behalf of Barrick of existing and emerging legal and other obligations that apply to their job responsibilities.		✖	

Field Level Risk Assessment Process

Resume Work — Identify Hazards — Assess the Risk — Control Risks

Sites with the best safety records have the field level risk assessment process embedded in their culture.

Field Level Risk Assessment Process

What am I doing?

What could go wrong?

How could it affect me or others?

What can I do about it?
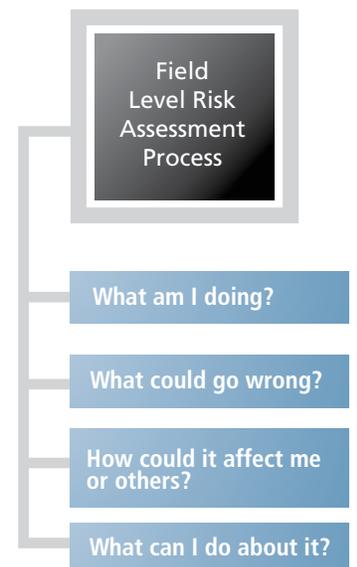
4 Operational Controls and Procedures

"WE ARE COURAGEOUS SAFETY LEADERS WHO ACT WITH A SENSE OF URGENCY TO **ELIMINATE** OR CONTROL HAZARDS."

Based on the findings of the risk assessment, operational controls and procedures are designed to ensure work activities can be performed safely. Controls protect people and assets from harm.

A mine, like any industrial workplace, has a host of control measures and procedures in place to eliminate or mitigate risk. A few common examples include:

- Standards that provide a framework for safe operation
- Written procedures that explain how to perform a task safely
- Inspections to identify and correct unsafe conditions
- Controls such as alarms, wheel chocks, flags on vehicles to improve visibility, berms and barriers, etc.
- Personal protective equipment such as hard hats, safety boots, high visibility shirts, safety glasses, hazmat suits, gloves, and respirators, etc.
- Fall protection harnesses, special equipment and procedures
- Access control systems
- Lockout/tagout to identify machinery under repair that should not be used
- Isolation requirements for power supplies
- Pre-start-up inspections on mobile equipment
- Site speed limits, signage and in-vehicle mentoring systems

Some measures are required by legislation, and compliance is essential. Additional measures are mandated by Barrick as the minimum standard required for all its locations worldwide. In some cases, further measures may be added based on specific site requirements; for example, some Barrick sites require long-sleeved shirts for all personnel as a protection against mosquito bites to help prevent malaria.

A thorough risk assessment process identifies not only the needed control measures but considers how those controls may fail so that fail-safe or additional controls can be implemented.

Risk assessments will determine the operational controls and procedures that must be in place to ensure work activities are performed safely, worker health is protected, and regulatory compliance is maintained. Regular monitoring and accountability are necessary to ensure controls are effective.

Requirements/Responsibilities

	Corporate Management	Site/Project Management	Individual
Develop global standards, procedures and guidelines for operational controls related to identified risks.	✖		
Identify and recommend controls for consistency across the corporation.	✖		
Employ external benchmarking and identify best practices for continuous improvement of safety performance.	✖		
Oversee implementation of, and compliance with, global policies and standards related to operational controls at all sites.	✖		
Develop, if required, additional controls beyond the global standards to respond to unique local risks or needs.	✖	✖	
Ensure implementation of, and compliance with, global policies and standards related to operational controls at the site or project.	✖	✖	
Ensure that the safety and health functional group is actively involved in the review of design and development of controls (operational, process and maintenance) for all new projects and facilities.	✖	✖	
Ensure that Barrick formal processes are used to determine the operational controls and procedures necessary to perform safe and healthy work activities, and maintain regulatory compliance. (A formal process could include risk assessments, incident investigations, planned inspections, Management of Change, Job Hazard Analysis, Job Safety Analysis, Hazard and Operability Study and obligations registors.)	✖	✖	

"REGULAR MONITORING ENSURES CONTROLS ARE **EFFECTIVE**."

Requirements/Responsibilities

Corporate Management

Site/Project Management

Individual

Appropriate operating procedures for all work activities include the identification of training, equipment, manpower and logistical requirements.

Operational controls and procedures must, as a minimum, address the following:

- Housekeeping
- Confined space
- Stored energy
- Hazardous materials and biological agents
- Hot work management
- Guarding and barricading
- Drilling and blasting operations
- Equipment operations and communication
- Ground control (surface & underground)
- Working at heights
- Working alone
- Mine opening and shaft operations
- Electrical management
- Trenching and excavating
- Explosives management
- Contractor management
- Preventative maintenance
- Routine assessment of the effectiveness of operating controls and corrective actions
- Workers' concerns
- Accountability system to monitor and ensure compliance with operational controls

✖

"IN-VEHICLE DRIVER MENTORING SYSTEMS IN BARRICK VEHICLES

COACH DRIVERS

ON SAFE BEHAVIORS."

5 Occupational Health and Wellness

A healthy work environment is critical for the achievement of Barrick's safety vision of "Every person going home safe and healthy every day."

Barrick's objective is to optimize employee health and well-being. A healthy workforce is more productive and has less turnover, so that occupational health and wellness activities directly support the achievement of business objectives.

Health control is a systematic approach to anticipating, identifying, evaluating, controlling, and monitoring workplace health hazards and exposures to protect people. Health hazards must be assessed and monitored at a frequency that is specified by regulations or through an assessment process to determine the risks.

Key aspects of Barrick's health approach include:

- Pre-employment process to ensure employees are fit for duty
- Compliance with all health laws and regulations
- Diligent monitoring and control of hazards
- Promoting opportunities to improve personal health behaviors
- Health issues in the wider community that will have an impact on the workforce and business objectives

The health program establishes a framework for health and wellness activities at Barrick sites. The Barrick Health Standards are posted on the Barrick intranet in the Safety and Health Knowledge Centre.

"ALL OCCUPATIONAL ILLNESSES ARE PREVENTABLE."

"SOME BARRICK SITES HAVE **THEIR OWN CLINIC** TO PROVIDE HEALTH CARE TO THEIR EMPLOYEES AND THE COMMUNITY."

Requirements/Responsibilities

	Corporate Management	Site/Project Management	Individual
Planning and Organizing			
Develop health standards, guidelines and best practices.	✖		
Ensure each site has properly trained occupational health or medical staff and resources sufficient to address the site's needs and comply with all company policies, local laws, rules and regulations. This should be reviewed annually to ensure resources meet changing needs and staff training is current.	✖	✖	
Conduct a medical needs assessment for each site to identify the health issues, medical services required and medical care available on site or in the surrounding community. The needs assessment must be documented and reviewed annually as part of the Health Risk Assessment. Based on the analysis, implement a medical program to address the identified needs. At a minimum, the medical needs assessment and program must include: ▪ Immediate first aid – key personnel will be trained and remain current in immediate life-saving procedures ▪ Acute emergency care ▪ Medical referral or evacuation ▪ Rehabilitation ▪ Public health ▪ Health and medical policies ▪ Chronic illness management ▪ Workers' Compensation ▪ Illness disability management ▪ Health facilities and resources (both on-site and off-site)		✖	
Put in place a health and wellness program for each site based on the identified local health risks to enhance worker wellness and reduce incidents.		✖	
Put in place an Employee Assistance Program (EAP) that addresses the health and wellness needs of workers and their families, and that reflects local customs and culture.		✖	
Establish a process to return injured workers to productive work.		✖	
Evaluate health hazards for travelers and provide guidelines.	✖		

Requirements/Responsibilities

	Corporate Management	Site/Project Management	Individual
Monitoring and Compliance			
Track all injuries and illnesses accurately in the global database Responsibility Information Management System (RIMS).		✖	
Audit worksites, including projects and development sites, to ensure that health hazards have been identified and appropriately addressed.	✖		
Conduct industrial hygiene workplace sampling based on health risks identified in the Health Risk Assessment.		✖	
Collect personal health data and maintain it in a confidential manner as required by the Occupational Health Records Standard.		✖	
Community and Stakeholder Relations			
Where applicable, sites must have a current community health plan based on a Community Health Impact Assessment.		✖	

"EMPLOYEES WORKING IN A **SAFE AND HEALTHY MANNER** MAXIMIZE THEIR PRODUCTIVITY."

Stretching muscles before the shift starts reduces physical strain injuries.

6 Contractor Controls

Barrick engages contract personnel for a wide range of activities, including administrative support, construction, mining operations, equipment repair, and maintenance. It is important that effective management systems are in place to ensure the safety and health of all workers. Safety and health performance is a primary consideration for contractor selection. All contractors are required to provide and maintain a safe and healthy work environment and are responsible, as a minimum, for performing work to Barrick's safety and health standards.

"SAFETY PERFORMANCE IS A **KEY FACTOR** IN SELECTING CONTRACTORS."

Requirements/Responsibilities

	Corporate Management	Site/Project Management	Individual
Define the requirements for pre-qualification, selection, monitoring, evaluation and administration of the safety and health capability and performance of all levels of contractors, sub-contractors, and suppliers. Review and update the requirements when gaps are identified.	✖		
Ensure full compliance with Barrick's contractor safety requirements in contracts awarded at the corporate, site or project level.	✖	✖	
Ensure an effective contractor selection process is in place, including involvement of safety and health representatives, as indicated in Barrick's contractor safety requirements.	✖	✖	
Provide information to inform all potential contractors of Barrick's contractor safety requirements as part of the pre-qualification process.	✖	✖	
Ensure all contractors meet Barrick's contractor safety requirements before awarding a contract.	✖	✖	
Assign to each contract a knowledgeable, trained and competent Barrick representative who will have direct responsibility for management of the contract, including: ▪ Require each contractor to provide a safety and health plan for the required scope of work ▪ Monitor the contractor's performance, including safety and health performance, using agreed key performance indicators ▪ Stop any work that is deemed unsafe ▪ Review and document safety performance at the end of each contract so that the information can be considered when new contracts come open		✖	

"NO JOB IS EVER WORTH DOING IN AN UNSAFE WAY.
NONE!"

7 Incident Investigation

Learning from the past is essential to creating a better future. It is the essence of continuous improvement.

Barrick has instituted a Safety and Health Incident Reporting and Investigation Standard that facilitates a consistent, company wide approach to incident investigations. Formal investigations are led by specially trained Barrick Certified Investigators who will gather details, determine root causes, conclude why controls failed, and recommend corrective actions needed to prevent a recurrence. Lessons learned from investigations are shared with other locations to improve safety and health across the company.

Barrick has clear procedures for reporting incidents into the Responsiblity Information Management System database. The company cultivates an open atmosphere that encourages prompt, honest and accurate reporting of all incidents. The company has defined terminology and provides training for administrators to help ensure accurate and consistent reporting.

Corrective actions must be completed and verified before the issue is considered resolved. Controls put in place as corrective actions must be monitored to ensure effectiveness.

"ALL INCIDENTS ARE INVESTIGATED TO DETERMINE THE ROOT CAUSE AND **PREVENT** FUTURE EVENTS."

Requirements/Responsibilities

	Corporate Management	Site/Project Management	Individual
Develop and maintain the Barrick Incident Reporting and Investigation Standard.	✖		
Ensure incident investigation standards are implemented at all sites.	✖	✖	
Ensure all applicable regulatory and company reporting requirements are met.		✖	
Comply with the requirements of the Incident Reporting and Investigation Standard.	✖	✖	
Ensure personnel receive training in incident reporting and investigation relevant to the requirements of their role.	✖	✖	✖
Report and investigate promptly and accurately all safety and health incidents as required by the Barrick Incident Reporting and Investigation Standard.	✖	✖	✖
Management leadership shall participate in incident investigations as required.	✖	✖	
Every worker has the responsibility to promptly report all incidents and to participate in incident investigations when requested.			✖
Regularly review reports of all incidents.		✖	
Implement a process to ensure the quality and completeness of required incident reports.		✖	
Implement a process to ensure results of investigations, flash reports, and external incidents are communicated to all site workers.		✖	
Review incident trends on a regular basis and analyze root causes to correct systemic failures.	✖	✖	
Monitor investigation results to ensure that recommended corrective actions are implemented and effective.	✖	✖	

8 Emergency Preparedness

Barrick's Safety and Health Management System and programs are designed with the ultimate goal to prevent all incidents. At the same time, the company maintains a high degree of emergency preparedness to minimize the impact on workers, families, the community, and operations should an emergency occur.

Barrick conducts risk assessments of potential emergencies. Based on these analyses, we develop appropriate plans and provide the resources and training required to respond effectively. Regular drills and simulations test emergency readiness. Visitors to sites must take part in a safety induction program so they are informed about safety precautions and emergency measures during their visit.

In addition, Barrick maintains trained rescue teams at every site. Larger sites have full-time emergency leaders and trainers as well as medical personnel and ambulances. Rescue teams consist of dedicated volunteers from the workforce. The company provides special training in emergency response, rescue techniques and medical aid. In addition, these volunteers devote a significant amount of their personal time to train and to compete in local and national rescue competitions that hone their skills and help ensure that Barrick sites have a high degree of emergency preparedness.

"BARRICK MAINTAINS A **HIGH LEVEL** OF EMERGENCY PREPAREDNESS."

Requirements/Responsibilities

	Corporate Management	Site/Project Management	Individual
Provide leadership and support to ensure that crisis and critical incident management systems with appropriate staffing and resources are in place at all locations. Conduct a regular review of emergency preparedness.	✖		
Conduct formal assessments at the site level to identify potential emergencies and crises. These assessments must also evaluate the potential seriousness of each situation and identify the resources needed for adequate response and management. This includes situations that may occur offsite and that may have a negative effect on the operation or the company. The assessments will include: Injuries and illnesses; Fire, explosions and implosions; Threats or terrorist activities; Chemical releases; Natural disasters; Inundation; Entrapment and extrication; Structural failure; Essential service failure; Mutual aid; Transportation; Environmental emergencies; Social and community actions; Regulatory requirements; Critical risks		✖	
Develop a site Emergency Response Plan that must provide: Response procedures, protocols and responsibilities; Emergency reporting and communication responsibilities and procedures; Evacuation procedures; Facility pre-incident plans; External response information; Critical stress debriefing; Trauma counseling available to responders and workers		✖	

Conduct formal assessments at the site level to identify potential emergencies and crises. These assessments must also evaluate the potential seriousness of each situation and identify the resources needed for adequate response and management. This includes situations that may occur offsite and that may have a negative effect on the operation or the company.

The assessments will include:

- Injuries and illnesses
- Fire, explosions and implosions
- Threats or terrorist activities
- Chemical releases
- Natural disasters
- Inundation
- Entrapment and extrication
- Structural failure
- Essential service failure
- Mutual aid
- Transportation
- Environmental emergencies
- Social and community actions
- Regulatory requirements
- Critical risks

Develop a site Emergency Response Plan that must provide:

- Response procedures, protocols and responsibilities
- Emergency reporting and communication responsibilities and procedures
- Evacuation procedures
- Facility pre-incident plans
- External response information
- Critical stress debriefing
- Trauma counseling available to responders and workers

"DRILLS AND SIMULATIONS LET TEAMS **PRACTICE THE SKILLS NEEDED** IN A REAL EMERGENCY."

Requirements/Responsibilities

	Corporate Management	Site/Project Management	Individual
Define the resources needed and available, including assigned responsibilities for: ▪ Emergency equipment inventory and locations, including operating and maintenance requirements ▪ Site Emergency Response Team personnel ▪ Site Emergency Management Team personnel ▪ Local Critical Incident Management Team personnel ▪ Initial and refresher training needs ▪ Incident command at all levels of the organization	✖	✖	
Conduct an annual live drill and simulation that involves people, facilities and equipment and reflects the response needs assessment for the site. Conduct a documented debrief from drills to identify improvements.	✖	✖	
Update emergency plans as follows: ▪ Annually ▪ When there are changes in facilities, equipment and processes ▪ When there are changes in legislative and regulatory requirements	✖	✖	
Changes to the Emergency Management and Crisis Management Plans must be communicated to all affected stakeholders.		✖	

"RESCUE TEAMS AT EVERY SITE RECEIVE **SPECIALIZED** TRAINING."

9 Performance Assessment and Records Management

Barrick assesses its safety and health performance in numerous ways to evaluate progress toward the goal of zero incidents and to establish plans for continuous improvement.

Barrick maintains a central database for collecting data about all incidents. An integral part of this effort is the proper creation, use and storage of safety and health records. Continual monitoring and analysis of the data identifies trends or issues that must be addressed. The system highlights incidents to the appropriate management levels, and generates regular reports of key performance indicators. Managers are held accountable for the safety and health performance of their groups.

Barrick conducts regular audits and assessments at each location to measure the level of compliance with the Safety and Health Management System and standards. These audits identify gaps or systemic issues, and assist sites in addressing them. Audits and assessments indentify successes and best practices that can be shared with other locations, and are a tool for continuous improvement.

Periodically, the company reviews and updates the corporate Safety and Health policy, management system, standards, guidelines, and processes to ensure they continue to reflect sound practices and meet the company's high standards.

"GOOD SAFETY PERFORMANCE LEADS TO **SUSTAINABLE PRODUCTION.**"

Requirements/Responsibilities

	Corporate Management	Site/Project Management	Individual
Performance Assessment			
Verify conformance with the company's Safety and Health Management System by conducting periodic audits.	✖		
Determine audit and self-assessment methodology and requirements. Develop, review, and maintain the audit protocol and use other assessment resources and tools as necessary.	✖		
Support the audit process with resources and information as required, and act promptly on findings for improvement.	✖	✖	
Assess safety and health performance for the company and facilitate improvement: ▪ Provide and maintain a reporting system for real-time entry of incidents and monitoring of action items ▪ Assess audit results to review and analyze assessment outcomes and identify trends across the corporation ▪ Define key metrics and leading indicators for performance monitoring ▪ Assess emerging issues that may require additional monitoring ▪ Roll-up performance data (site and corporation) ▪ Alert sites of any trend analysis ▪ Assess performance data for the company ▪ Identify key milestones for program and systems development and implementation	✖		
Assess safety and health performance and facilitate improvement: ▪ Ensure site action plans are complete and implemented ▪ Verify completion of action items on a quarterly basis using the Responsibility Information Management System (RIMS) ▪ Report quarterly on the completion of action items to corporate management ▪ Monitor the progress of the annual safety and health management plan ▪ Provide for regular monitoring of safety and health metrics ▪ Identify key issues that require additional attention	✖	✖	
Provide governance for safety and health according to the Barrick Governance Standard.	✖	✖	

"WHAT GETS MEASURED, **GETS DONE**."

Requirements/Responsibilities

	Corporate Management	Site/Project Management	Individual
Assess safety and health performance for the location and facilitate improvement: • Conduct a self assessment annually if a corporate audit is not scheduled for that year • Provide support to the corporate audit program at their site • Develop and implement action plans to address audit non-conformances • Develop and implement action plans to address findings from assessments and review progress • Ensure evidence of action item completion is uploaded into the Responsibility Information Management System • Monitor the progress of the annual safety and health management plan • Provide for regular monitoring of safety and health metrics • Identify key issues that require additional attention		✖	

Document and Records Control

	Corporate Management	Site/Project Management	Individual
Establish, implement and maintain a procedure(s) for the identification, storage, protection, retrieval, retention and disposal of records.	✖		
Apply document control procedures to manage and approve the issuance of new documents, regularly review and update documents, and remove obsolete documents.	✖	✖	
Maintain records in accordance with legal requirements and to demonstrate conformance with the Safety and Health Management System.	✖	✖	
Ensure all documents and records are readily available (labeled, dated, and properly filed), legible and protected from damage.	✖	✖	
Identify and segregate confidential and privileged information.	✖	✖	
Ensure that documents of external origin determined by the company to be necessary for the planning and operation of the Safety and Health Management System are identified and their distribution controlled.	✖	✖	

"WE HOLD **EACH OTHER** ACCOUNTABLE FOR SUPERIOR SAFETY AND HEALTH PRACTICES."

Responsibilities

Safety and Health Standards, Policies and Guidelines

The company's chief operating officer and vice president of safety and health will ensure corporate standards, guidelines, and policies are in place.

The vice president of safety and health will be responsible for the review of the corporate Safety and Health Management System, standards, policies and guidelines at least once every three years.

Safety and Health Resources

The chief operating officer will ensure that appropriate positions have been assigned for the overall coordination, implementation and monitoring of safety and health activities.

Executives as well as general, project, and site managers will ensure appropriate positions and adequate resources have been assigned for the coordination, implementation and monitoring of safety and health activities within their areas of responsibility.

Safety and Health Audits

Director's – CHESS Assurance Group will coordinate the review and approval of the environmental health and safety audit plan and ensure that the audit teams have the proper expertise. Audits will be conducted as follows:

- Operating sites – frequency determined by risk assessment
- Reclamation sites – frequency determined by risk assessment
- Exploration sites – frequency determined by risk assessment
- Development/ construction sites – frequency based on the duration of the project as well as risk assessment

Responsibilities

Safety and Health Audits

Sites will conduct a self-assessment annually if a corporate audit is not scheduled for that year.

Management shall participate in corporate audits at other locations as appropriate.

General, project, and site managers have the responsibility to assist the audit team in identifying any systemic issues. They are responsible for developing an action plan, assigning responsibilities, establishing completion schedules, and reporting status on a regular basis.

Establishment of Safety and Health Strategies and Plans

The vice president of safety and health will coordinate the development of Barrick's safety and health strategies, as well as the three-year and annual plans.

General, project, and site managers will establish annual safety and health performance targets, objectives and plans for improvement at their sites.

Regulatory Requirements

General, project, and site managers will ensure a system is in place to monitor safety and health legislation requirements.

Incident Investigation Resources

The vice president of safety and heath will ensure corporate reporting systems and tools are available to all sites and will also ensure that certified investigators are available to lead investigations of high-severity incidents.

The vice president of safety and heath will be responsible for reviewing site reports and providing corporate reports to identify and analyze trends within the company. The director of safety will also ensure that any available external incident reports are communicated to sites in a timely manner.

Notes

Notes

SAFETY & HEALTH
Management System