BARRICK

SAFETY & HEALTH
Management System

Every person going home safe and healthy every day.

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Barrick's Commitment to Safety and Health

I am proud that Barrick is becoming known as a safety leader in the mining industry. It's a strength we intend to build on.

Our emphasis on safety and health is the right thing to do. It puts people first. It also makes business sense because a good safety record reduces costs and enhances productivity. When we care for people, the resulting attention to detail has a positive effect on most other aspects of a site's operations. A good reputation as a safe operator also makes us an employer of choice for current and new employees.

Safe production is always our goal, and we are committed to improving our safety performance at every site. For that reason, Barrick has made safety a core element of the company's vision and values.

In this important document – the Barrick Safety and Health Management System – we outline our framework of processes and policies to achieve our goal of zero incidents. This is supported by our Courageous Leadership approach, safety training and coaching, annual Safety Awards recognition program, tools such as field level risk assessments, and all the other on-going efforts and actions that create a safety culture throughout the company.

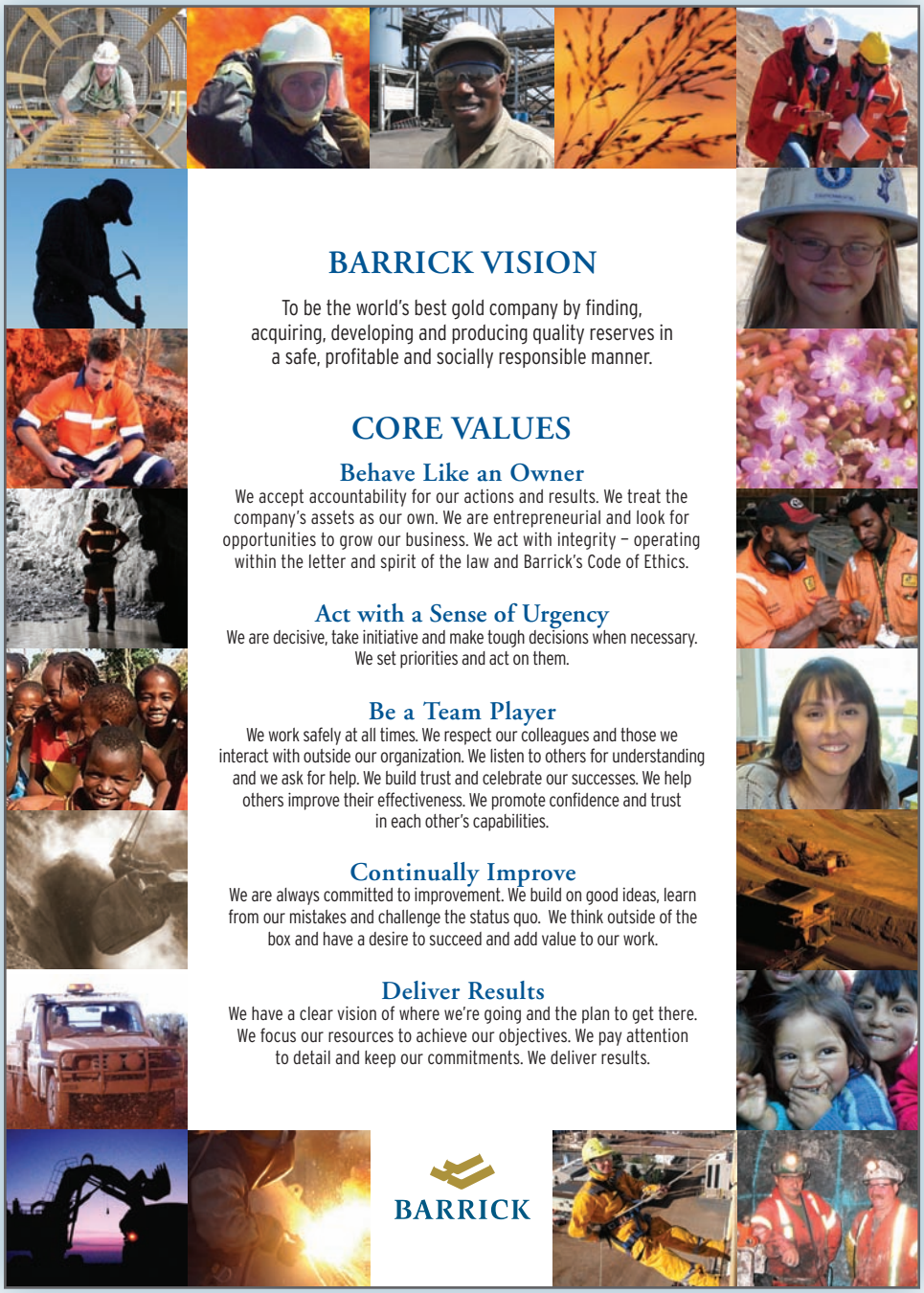
These systems and processes are only as good as the leadership and commitment each of us demonstrates every day on the job. I am asking you to be a courageous safety leader. Put safety first every day. Be involved. Accept responsibility for your safety and health. Care for the co-workers around you. When we all accept this daily challenge, our safety vision of "Every person going home safe and healthy every day" can be achieved.

"PUT
SAFETY FIRST
EVERYDAY.
BE INVOLVED.
ACCEPT
RESPONSIBILITY
FOR YOUR SAFETY
AND HEALTH."

Aaron Regent
President and CEO

Vision, Values and Policy

Barrick's commitment to Safety and Health is an integral part of the company's overall *Vision and Values*. Safe production is the top priority.



BARRICK 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.

CORE VALUES

Behave Like an Owner

We accept accountability for our actions and results. We treat the company's assets as our own. We are entrepreneurial and look for opportunities to grow our business. We act with integrity – operating within the letter and spirit of the law and Barrick's Code of Ethics.

Act with a Sense of Urgency

We are decisive, take initiative and make tough decisions when necessary. We set priorities and act on them.

Be a Team Player

We work safely at all times. We respect our colleagues and those we interact with outside our organization. We listen to others for understanding and we ask for help. We build trust and celebrate our successes. We help others improve their effectiveness. We promote confidence and trust in each other's capabilities.

Continually Improve

We are always committed to improvement. We build on good ideas, learn from our mistakes and challenge the status quo. We think outside of the box and have a desire to succeed and add value to our work.

Deliver Results

We have a clear vision of where we're going and the plan to get there. We focus our resources to achieve our objectives. We pay attention to detail and keep our commitments. We deliver results.

BARRICK

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.

Aaron W. Regent
President and Chief Executive Officer

Peter J. Kinver
Chief Operating Officer

BARRICK

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, 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 Corporate Responsibility Committee develops policy and strategic advice on major issues, and input is provided to the Board Committee.

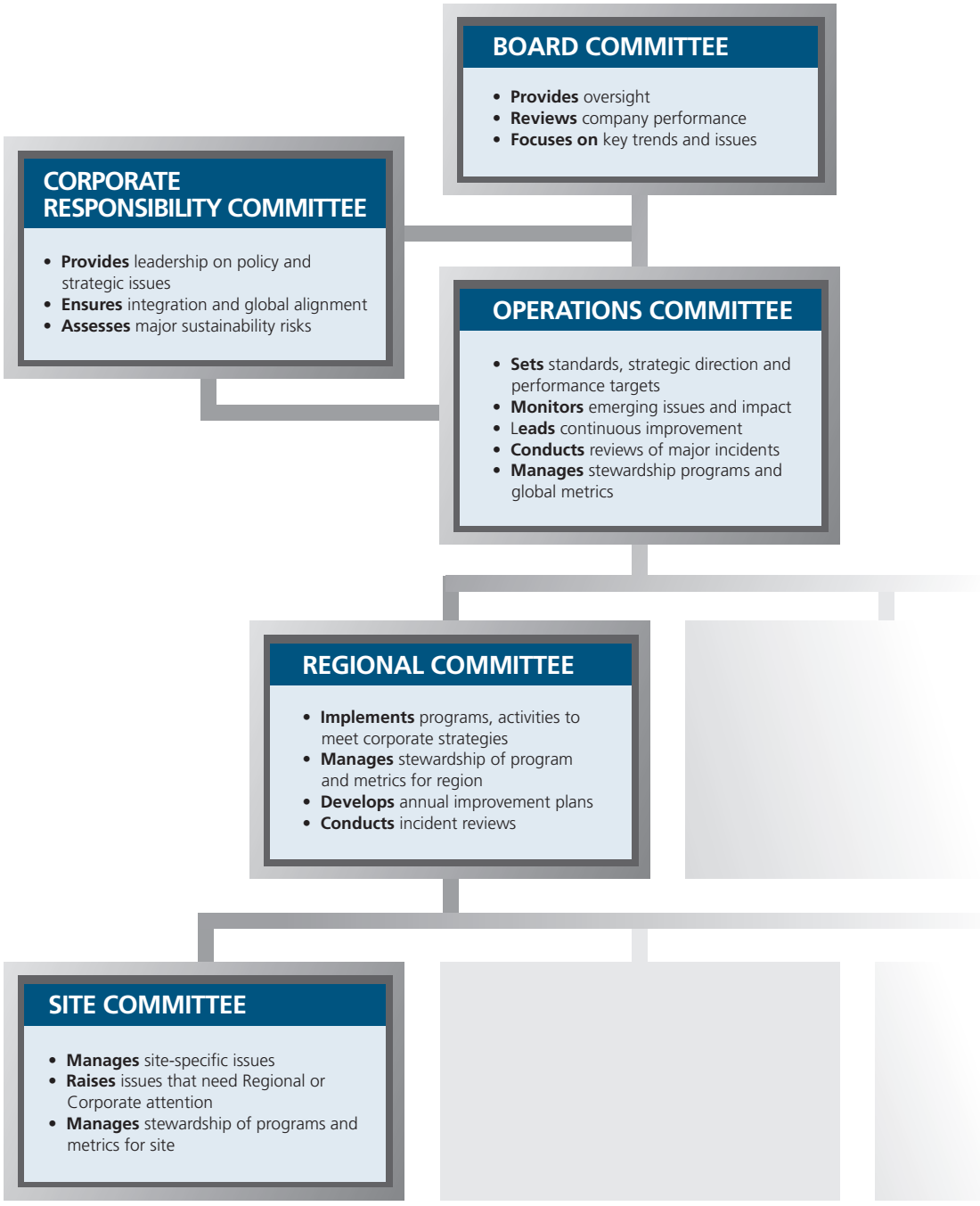
"STRONG OVERSIGHT AT EACH LEVEL ENSURES ACCOUNTABILITY FOR ACTIVITIES AND RESULTS."

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

At the Board of Directors level, Barrick's Environmental, Health and Safety 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

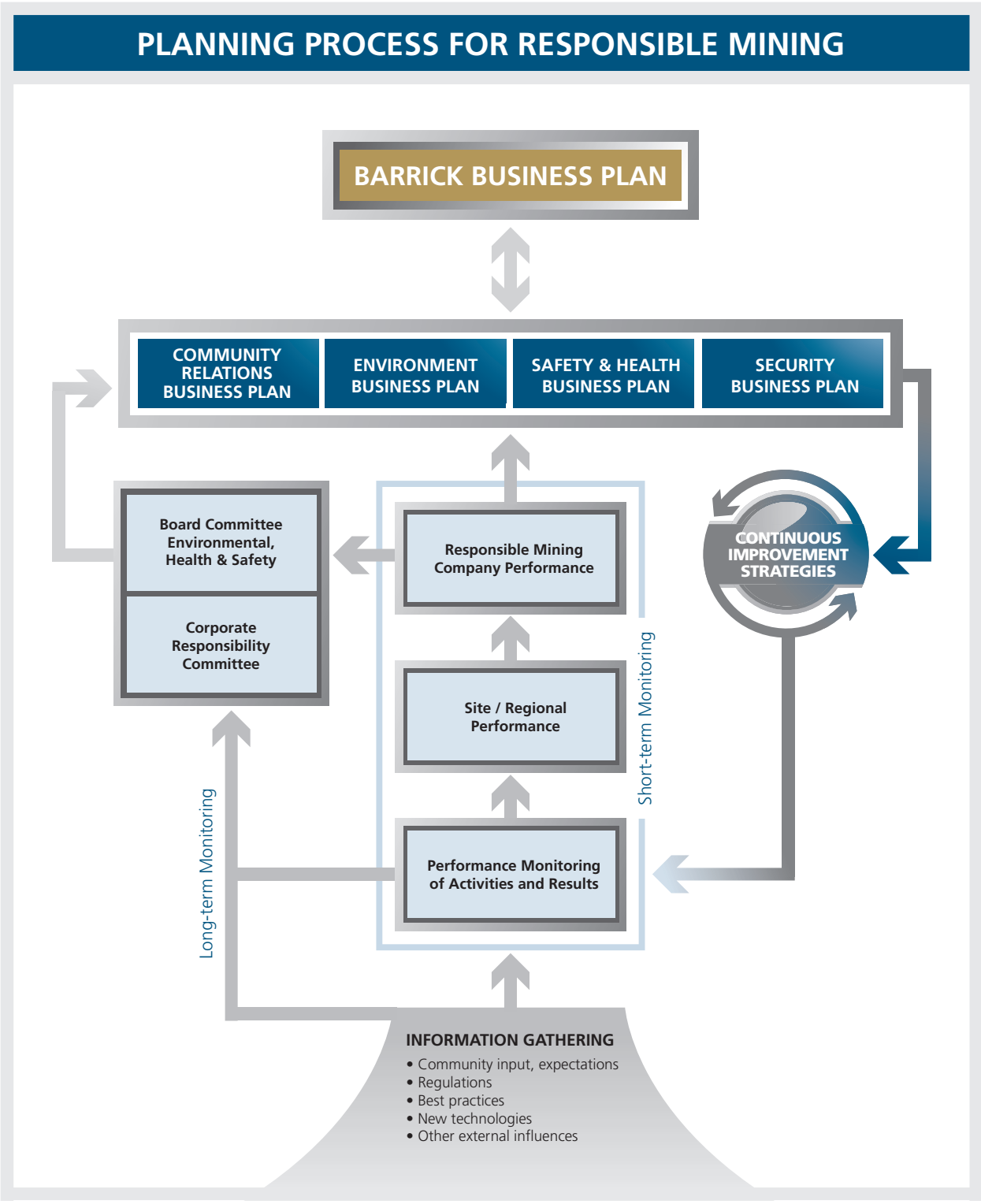


This diagram shows how Barrick's governance model for Responsibility Mining ensures alignment and provides for strong oversight of activities and results at every level of the organization.

On site at the Goldstrike mine in September 2009 are (from left) Robert Franklin, member of the Board's Environmental, Health and Safety Committee; Greg Lang, regional president, North America; Peter Kinver, chief operating officer; Brett Harvey, member of the EHS Committee; and Peter Crossgrove, Committee Chair.

"THE BOARD EHS COMMITTEE ASSESSES **FIRST-HAND** THAT APPROPRIATE MEASURES ARE IN PLACE."

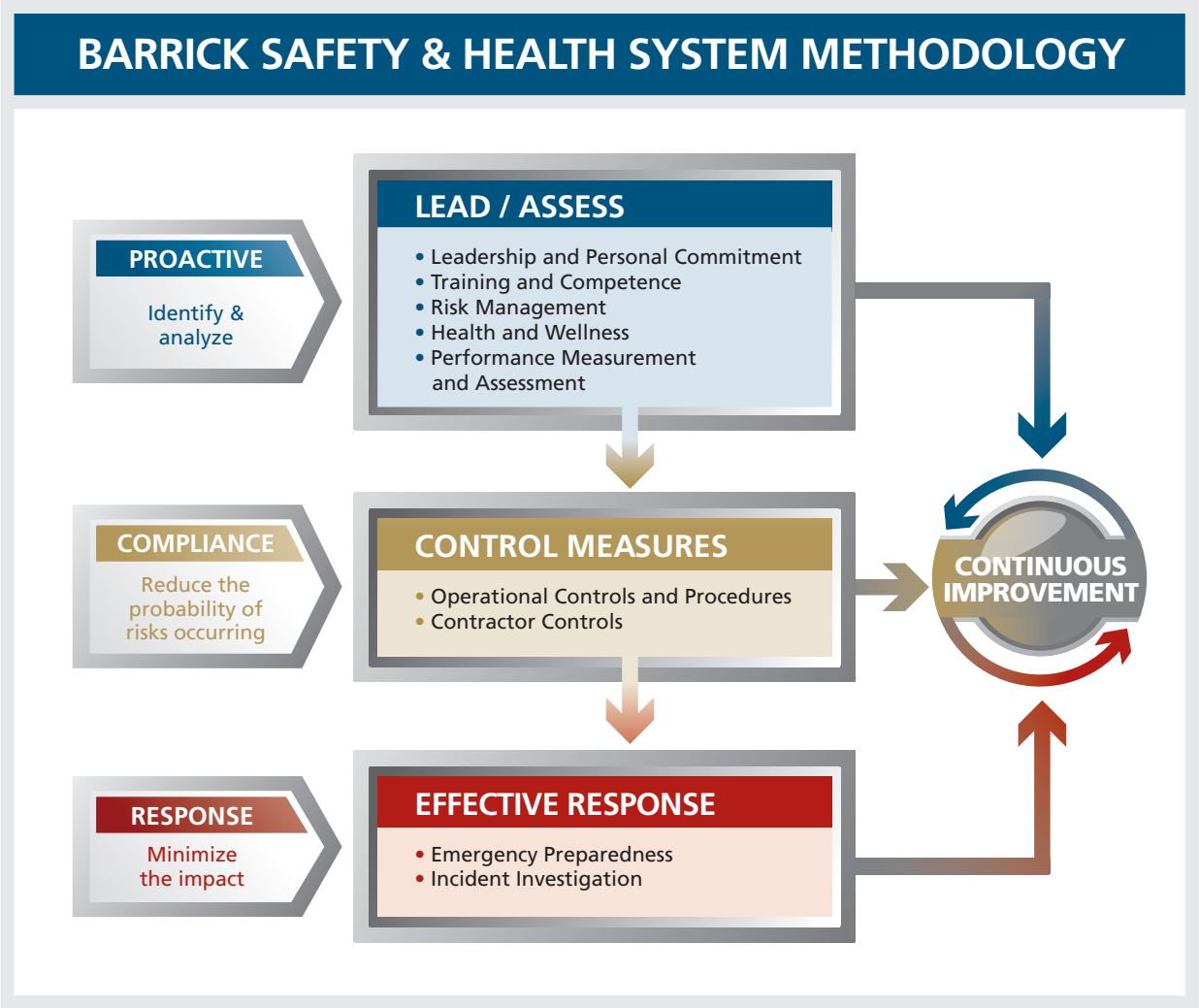
On site at Barrick's Pueblo Viejo project in August 2008, the Board's Environmental, Health and Safety Committee received a thorough progress update during an extensive tour of the property. Here, the Pueblo Viejo staff take the visiting group on a tour of the site. On the trip were Board members Peter Crossgrove (chair of the EHS Committee) and Rob Franklin, along with Barrick executives Peter Kinver, chief operating officer; George Potter, senior vice president of Capital Projects; Don Ritz, vice president of Safety and Health; and Bill Williams, vice president Environment.



This diagram shows how the Barrick governance system works to support the Responsible Mining approach by drawing input from the community, regulators and best practices to inform committee activities at the site, regional, 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.

Elements of the Barrick Safety and Health Management System

1 Leadership and Personal Commitment
2 Training and Competence
3 Risk Management
4 Operational Controls and Procedures
5 Health and Wellness
6 Contractor Controls
7 Incident Investigation
8 Emergency Preparedness
9 Performance Measurement and Assessment



This diagram shows how the nine elements of the Barrick Safety and Health 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 responsibilities, but are not intended to be prescriptive. When systems are working well, organizations will focus about 65 per cent of time and effort in the Lead/Assess area, 30 per cent in the Control Measures, and five per cent or less in the Response mode.

1 Leadership and Personal Commitment

Achieving our safety vision requires courageous leadership and commitment. This means establishing clear roles, responsibilities and accountabilities for individuals and teams at all levels of the organization. Leaders must lead by example, providing the role models that communicate Barrick core values and the importance of safety and health throughout the organization. They realize that what they value and how they behave are the primary methods for communicating a positive safety and health message to workers. Workers must be encouraged to speak freely, offering suggestions and new ideas.

Barrick recognizes that leaders must take action in creating and promoting a safe workplace. 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. Barrick's system recognizes that all employees can play a leadership role for safety and health. Taking personal responsibility for on-the-job safety is an integral part of creating 20,000 courageous safety leaders at Barrick. The first step of the system is acknowledging, "I am a leader who can make an impact."

"I MAKE A DIFFERENCE!"

Safety and health responsibility and accountability includes the selection, training and appraisals of workers, supervisors, and management. We will continuously improve our overall business performance by learning from our experiences and involving workers and other appropriate resources in the design, implementation and evaluation of those projects and activities which support the company's safety vision: "Every person going home safe and healthy every day."

Management and Leader Participation

Executive members will:

- Issue and promote communications related to safety and health to all workers
- Conduct safety and health tours of their areas of responsibility
- Implement an award program to recognize individual safety leadership and good safety performance at sites

- Discuss safety and health as a value-adding topic of discussion at all meetings
- Provide support and appropriate resources for audits
- Provide role modeling and mentorship through personal behaviors

General, project, and site managers will clearly demonstrate safety and health leadership for themselves and their supervisors by ensuring:

- Personal compliance with all safety and health standards
- Adequate resources to ensure objectives and targets are met
- Regular communications to employees about safety and health issues and performance
- Safety review of projects, new construction, equipment purchases and facility changes
- Clearly-defined safety targets, goals and standards of performance for all levels of supervision, including a personal safety action plan
- An appropriate level of field presence by all levels of supervision
- Prompt, personal feedback to employees' concerns
- Safety as a value-adding topic of discussion at all meetings
- Safety leadership and safety management training for all levels of supervision that addresses:
  - Understanding safety management, standards and regulatory requirements
  - Skill and competency training
  - Coaching/mentoring
  - Becoming a role model
- Supervision and management leadership in all incident investigations
- A process that measures and provides feedback for improving performance and competence
- Every worker understands and adheres to job-specific and legislated/regulatory requirements and responsibilities
- Employees and contractors (management, supervision, workers) are recognized for excellent safety and health performance
- Provide role modeling and mentorship through personal behaviors

Personal Leadership

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 their co-workers
- Follow established procedures
- Identify and communicate situations where procedures are not adequate or do not exist
- Ask for help if their skills, physical capabilities and/or knowledge are not adequate to do the tasks
- Refuse work they deem unsafe and report to their supervisor
- Demonstrate safe work behaviors

Safety and Health Committees

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. Activities and actions conducted by site committees are essential in the success of the governance process.

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

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.

Corporate Responsibilities

The vice president of safety and health will oversee developmental opportunities for safety and health professionals to ensure the continued enhancement of expertise and succession planning.

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

Site Responsibilities

General, project, and site managers are responsible for:

- Conducting training and competency needs assessment
- Identifying all tasks that need to be performed
- Identifying critical tasks
- Assessing each task and identifying the knowledge and skills necessary to demonstrate competency to perform the job safely
- Having processes to evaluate level of competency for:
  - New hires
  - Transferred workers
  - Existing workers
- Knowing and complying with legislative and regulatory requirements
- Identifying contractual arrangements that provide appropriate levels of training for contractors
- Having a process to update needs assessments as necessary

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 must be established and they must address as a minimum:

- Company safety philosophy, expectations and personal responsibilities
- Employee orientations
- Contractor orientations
- Visitor orientations
- Skills and knowledge of assigned tasks
- Hazard recognition and control
- Risk and change management skills
- Emergency procedures and basic first aid
- Health and wellness
- Regulatory requirements
- Refresher training
- Updates or changes to safety and health related issues when they occur
- Input from incident analysis

3 Risk Management

"HAZARDS CAN BE IDENTIFIED, ASSESSED AND MITIGATED."

The company's facilities, designs and plans, from exploration to closure, are subject to continual change and improvement. While necessary for business success, these changes can also introduce new hazards and risks, which, if not properly identified, assessed, and controlled, can result in an incident. It is critical that all changes are adequately assessed to understand the impact on people, environment, processes, equipment, and facilities.

Hazard identification, risk assessment, and management-of-change processes are pro-active approaches to dealing with concerns and issues that have the potential to create unplanned, unexpected, or undesirable consequences. Increased awareness and knowledge of risk are essential to more effective business decisions and fewer incidents, and are key components of due diligence. Hazards can be identified, assessed, and mitigated by applying an effective management-of-change process. The process can be a simple personal assessment, a team assessment in the field, or a formal group assessment.

Process, Procedure and Guidelines

The vice president of safety and health will ensure that processes, procedures, and guidelines are in place and that training is available to develop site expertise and facilitation. Processes that are available include:

- Personal and team field level and formal risk assessment
- Process for conducting annual site risk assessments
- Risk matrix for identification of risk level
- Potential problem analysis
- TapRoot® for incident root-cause analysis
- Forms for each process
- Facilitator's guide

General, project, and site managers will define and document clear responsibility and authority for coordinating, implementing, and following up the hazard identification, risk assessment and management-of-change systems.

®Taproot is a registered trademark of Systems Improvement, Inc.

Annual Site Risk Assessment

General, project, and site managers will be responsible for ensuring that an annual risk assessment is conducted and documented for their site and that the risk assessment is signed and submitted for review by the chief operating officer. This risk assessment will define the high risk issues for that site and describe the controls put in place to mitigate the risks.

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

Hazard Identification and Risk Assessment

Each site will have in place a hazard identification and risk assessment system, which incorporates the following:

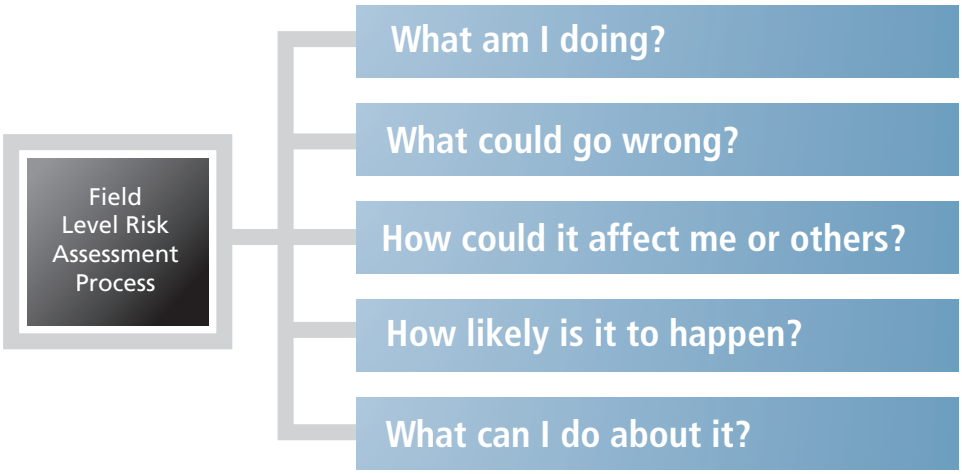
- Workplace and equipment assessment by the worker
- Confirmation of workplace and equipment assessments by supervisor
- Quality safety interaction between supervisors and employees regarding hazard identification and risk assessment
- Commitment by worker and supervisor to mitigate hazards identified and to work according to standards and procedures.
- Compliance with legislation, adopted codes of practice, and regulations

Hazards considered to put people, environment, processes, equipment, or facilities at risk, as well as subsequent assessments and changes, must be communicated to those involved at the specific site. Those risks which pose a significant threat to a site or region must be reported to the regional president or regional vice president. There must be a documented decision to accept or reject the residual risk.

Risks that may be common with other sites must be communicated to the corporate safety and health group or directly to other sites.

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

Workers are responsible for conducting a personal field level risk assessment when doing a task or making a change. They must ask the following questions and adjust accordingly:



The Management-of-Change Process

Each site must ensure that the management-of-change process includes the following:

- Personnel appropriate to the scope of the change involved in the planning, development, review, and risk assessment process
- The assessment occurs before authorizing or implementing the change
- Clear scope and reason for the change
- Identification and completion of necessary reviews and risk assessments at various stages of the change process
- A system to ensure risk assessment techniques are applied, i.e, failure modes and effects analysis, hazards operability studies, etc.
- Identification of the level of authorization required for the change
- Identification of responsibilities and accountabilities for implementing the change
- Safety and health personnel are involved in engineering reviews
- Pre-implementation and start-up reviews/assessments to identify and mitigate residual risks
- Communication and training requirements related to the change
- Update and maintenance of all relevant documentation and supporting management systems
- Documentation, evaluation and sign-off of the change

Definition of Changes

This process must address all changes, temporary or permanent. Examples are:

- "Not-in-kind" replacement, addition, deletion, rearrangement, purchase or modification to equipment, facilities or commodities
- Changes resulting from continuous improvement initiatives
- Changes to operating parameters beyond established limits
- Change in operating status or production rates
- Mothballing, decommissioning, abandonment, demolition or site clean-up
- Bypass or disabling of components or systems, which would normally be in operation
- Any new or changes to existing procedures, non-routine safe work plans, work execution plans, practices, standards or guidelines
- Any change to an administrative or support system such as a management, business, organization or information system

Regular Program Monitoring

General, project, and site managers will ensure that a program is in place to conduct annual assessments to determine the level of compliance to the risk management system and the effectiveness of implemented changes.

"WORK SITE CHANGES REQUIRE PLANNING, TRAINING AND COMMUNICATION."

4 Operational Controls and Procedures

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.

Corporate Responsibilities

Corporate safety and health staff will:

- Evaluate operational controls and procedures
- Use external benchmarking
- Identify and recommend controls for consistency across the corporation
- Conduct regular assessment of the effectiveness of controls and procedures to achieve safety performance objectives
- Ensure appropriate controls, including operational, process, maintenance, and safety and health involvement in the review of design and development of new projects and facilities

"REGULAR MONITORING ENSURES CONTROLS ARE EFFECTIVE."

Site Responsibilities

General, project and site managers are responsible for ensuring the following are in place:

- Appropriate controls, including operational, process, maintenance, and safety and health involvement in the review of design and development of new projects and facilities
- Appropriate operating procedures for all work activities, including the identification of training, equipment, manpower and logistical requirements. Operating procedures should, as a minimum requirement, address the following issues:
  - Personal protective equipment
  - Housekeeping
  - Confined space entry
  - Hazardous energy management
  - Hazardous materials management
  - Hot work management
  - Guarding and barricading
  - Drilling and blasting operations
  - Equipment operation and communication
  - Ground control (surface and underground)
  - Working at height
  - Working alone
  - Mine opening and shaft operations
  - Electrical management
  - Health exposure controls
  - Trenching and excavation
  - Explosives management
  - Contractor management
- Change management procedures
- Preventative maintenance programs
- Procedures to routinely assess the effectiveness of operating controls and corrective action procedures (monitoring, inspections)
- Communication systems to ensure that worker concerns are effectively addressed
- Accountability systems
- Effective documentation and record-keeping systems

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

5 Health and Wellness

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

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

"ALL OCCUPATIONAL ILLNESSES ARE PREVENTABLE."

Corporate Responsibilities

Corporate safety and health staff will:

- Provide leadership and expertise in all matters related to health and industrial hygiene
- Monitor emerging legislative, regulatory, and other issues, and assess appropriate measures for implementation
- Develop standards and guidelines for the company
- Recommend best practices
- Routinely evaluate worksites, including projects and development sites, to ensure that health hazards have been identified and appropriately addressed
- Develop a process to assess community health issues and opportunities as part of new site developments
- Evaluate onsite and offsite wellness program opportunities (shift/sleep schedules, fatigue, diet cycles, pre-work preparation/warm-up, etc.) to enhance worker wellness and reduce incidents
- Evaluate health hazards for travelers and provide guidelines

Site Responsibilities

General, project and site managers will:

- Assess all work environments for physical, biological, and chemical hazards and exposures (physical hazards include ergonomic, respiratory, and noise)
- Where a health hazard is identified, evaluate and implement measures to eliminate the hazard. When necessary, put controls in place that will effectively reduce the risk to acceptable levels.

- Include health and wellness in worker training
- Provide workers with adequate training to ensure they understand the nature of the hazard, know the required controls, and are capable of protecting their own health as well as the health of other personnel
- Put in place routine monitoring systems to track the effectiveness of control measures and effectively communicate the results in a timely manner to appropriate personnel
- Report and investigate all health incidents to determine how they can be prevented in the future
- Take appropriate steps to return injured workers to productive work whenever possible; this may include counseling, rehabilitation, and training
- Ensure a fitness-for-duty policy is in place
- Ensure that the company conducts all activities in full compliance with regulatory requirements

The Barrick Health Program

The Barrick Health Program is an integral part of the Barrick Safety and Health Management System. The objective is to optimize employee health and well-being (and therefore productivity) in line with business objectives. This is accomplished by:

- Careful employee selection
- Improving/monitoring employee health
- Minimizing employee turnover due to health and safety reasons
- Consideration of health issues in the wider community if they impact on business objectives

There are six sections to the Barrick Health Program and all are important for successful program implementation.

A Leadership and Personal Commitment

B Policy and Objectives

C Planning

D Health Risk Assessment

E Program Implementation

F Performance Measurement and Assessment

The health program establishes a framework for health and wellness activities at Barrick sites. For specific standards related to implementation, please consult the Barrick Health System Standards which are posted on Barrick Central (the Barrick intranet) at Functional Departments/Safety and Health/Health and Wellness.

A Health Leadership and Personal Commitment

The first and key element is Leadership and Personal Commitment, based on the concept of courageous leadership at all levels of the organization, and grounded in the belief that each individual can make a difference. It requires leadership that enables employees to work in a safe and healthy manner so they can maximize their productivity towards the business objectives.

Aspects include:

- Leadership awareness, support and commitment
- Assignment of responsibility and accountability
- Compliance with business objectives

Leaders at all levels of the organization must demonstrate a knowledge and commitment regarding health issues. They must behave in a safe and healthy manner to set an example for colleagues, while providing the appropriate safe environment and resources for employees to maximize productivity.

The Health group within Barrick Safety and Health has the following objectives:

- Provide direction and awareness on health issues to Barrick senior leadership
- Ensure commitment of everyone in a leadership role to health-related issues that have an impact on the business
- Extend an accountability and compliance framework for health that is aligned with safety

B Health Policy and Objectives

Barrick's health policies, programs, and systems define the philosophy, strategic direction, and performance requirements that ensure the health objectives are aligned with and achieve corporate business objectives.

Key aspects include:

- Legislation
- Organizational structure with defined responsibilities and accountabilities
- Documents – a defined and dynamic documents register that assists employees to comply with and implement the safety and health programs of the company which include management systems, performance standards and guidelines

Barrick's Health approach is based on the following objectives:

- Compliance with international, national, and local legislation, as well as company policies and standards
- Implementation of a consistent global program
- Comprehensive health risk assessment process

Barrick will attain its policy objectives using these strategies:

- Regions and sites determine health organizational requirements
- Health personnel responsibilities and accountabilities are defined
- Distribution of health guidelines and standards documents

C Health Planning

Activities are based on the health risk assessment. It includes actions, target dates, trend indicators, and reporting that all assist in the implementation of the health program.

Aspects include:

- Program implementation action plans
- Contingency plans (emergency response, pandemics)
- Organizational plans (staffing)
- Resource plans (facilities, equipment, manpower)
- Financial budgets

Barrick will have plans and activities at all levels of the organization that provide a comprehensive and measurable road map to improve health outcomes aligned with business goals.

Two key planning objectives are:

- Business health trend indicators (days lost due to illness)
- Annual health status report that assists with making business decisions

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

As part of Barrick's industrial hygiene surveillance, this worker wears an air sampling pump, which measures airborne dust to ensure exposures are within safe levels.

D Health Risk Assessment

The health risk assessment is a methodology to predict unwanted effects from work, other activities, or from the environment. The assessment process identifies, assesses, and recommends control measures to achieve acceptable levels or levels that do not risk workers' health.

Aspects include:

- Hazard identification (field level risk assessment)
- Exposure evaluation (measurement and assessment of risk)
- Risk control or management (eliminate, substitute, control, and implement health surveillance)
- Monitoring and review
- Documentation

The goal is to have procedures in place to ensure all risks to health in all work areas are assessed and controlled to acceptable levels. Strategies for health risk assessment include:

- A mechanism for all managers to be involved in health risk assessment
- Systems for collecting epidemiological and hygiene data
- Assist line management to:
  - Develop a health risk register
  - Conduct health incident investigations
  - Use risk assessment tools consistent with Barrick risk and change management approach
  - Health surveillance
  - Pre- and post-medical examinations
  - Periodic checkups
- Ensure legal compliance with developed standards and policy

"A HEALTH RISK ASSESSMENT **IDENTIFIES** HEALTH STATUS, INFRASTRUCTURE AND HAZARDS IN THE COMMUNITY."

E Health Program Implementation

Barrick strives for a global health program that is well understood by all employees who implement the various health program elements effectively in alignment with the business objectives of their particular job or project.

The following program aspects apply to all Barrick operations and activities with a goal of preventing accidents and health hazards:

1	Health surveillance	5	Health promotion
2	Training and competence	6	Employee assistance programs
3	Medical care and management	7	Mine life-cycle planning
4	Record-keeping and reporting	8	Community health

Some Barrick sites have their own clinic to provide health care to their employees and the community.

1 Health Surveillance

Health surveillance is the systematic inspection and evaluation of work areas as well as the examination of employees. It includes the collection, analysis, interpretation, evaluation, and dissemination of data on a timely basis to ensure that the health and well-being of individuals or groups of employees are consistent with work requirements.

Barrick has clear global protocols based on site or regional needs, and maintains high levels of health surveillance. This reduces absenteeism and increases overall productivity.

Components:

- Job descriptions that include the physical and mental requirements
- Industrial hygiene (evaluation of the work environment, monitoring, noise, dust, chemicals and ergonomics)
- Fitness-for-work examinations – pre-employment, periodical, post-employment, special risk or group exposure (lead, arsenic, mercury, silica, respiratory, audiometric)
- Drug and alcohol programs

2 Training and Competence

Effective health and safety programs provide information and promote good health behavior and skills to employees at all stages of employment. Components include general training for all employees, special training for health and safety staff, and specific training for management and supervisory personnel.

The goal is to ensure employees, whatever their current role, have developed standards of competence and demonstrate good health and safety behaviors. This is supported by effective assessment, certification, and recertification processes. Monitoring this training is part of performance management.

3 Medical Care and Management

Medical care covers the full range of medical services and activities from when an injury or illness occurs to when the individual has returned to full health. It is important to have a continuum of optimal health care systems and strategies for employees from the time they enter the work force to the time they leave.

Components 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)
- Emergency preparedness and response – the program identifies circumstances which require advance preparation and immediate action. It develops and maintains contingency plans and procedures to address these circumstances, and communicates the action plans to those potentially affected and to those who must respond to an accident, fire, medical, first aid, radiation, chemical, violence, biohazard and other incident.

4 Record Keeping and Reporting

Collecting accurate information for conducting timely analysis and preparing recommendations is a key element of the Barrick health program. Personal health data must be collected and maintained in a confidential manner. Aggregated and trend information is used for assessing the effectiveness of risk controls and for identifying issues that need further study, intervention and health promotion. This data enables the health professionals to advise management on ways to enhance employee health, improve the overall program, and produce positive change.

Key data components include:

- Confidential health records
- Health status reports (annual and spot)
- Lost-time illness and injury frequency data

Timely reporting of relevant data into Barrick's governance committees is valuable for assessing health program performance and making management decisions about health programs.

5 Health Promotion

In many areas, Barrick can provide information that encourages employees to lead a healthy lifestyle. Initiatives may involve addressing the relationship between past, current and future risks associated with the living environment, lifestyle or workplace.

Health promotion efforts may take numerous forms and address a variety of topics, including:

- Lifestyle / environmental risk assessment
- Information about company policies or health and safety training
- Proactive activities such as anti-smoking campaigns, programs to counter alcohol abuse or obesity, immunization programs, awareness and prevention of sexually transmitted diseases, awareness of cancer risks, nutrition and other wellness-oriented programs
- Incentives for participants – tiered

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

These programs must be implemented with a high degree of trust, ownership and participation. Regional and site-specific needs and differences need to be considered in developing and implementing such programs.

Enhancing employee health and well-being has a positive business result by increasing employee productivity and loyalty.

"LOCAL NEEDS HELP DETERMINE HEALTH AND EMPLOYEE ASSISTANCE PROGRAMS."

6 Employee Assistance Programs

Employee assistance programs (EAP) are services funded by the company to enhance the health and well-being of an employee and the employee's family. Services available in a particular workplace will vary according to the workforce needs and local custom and culture. They may include:

- Financial assistance
- Social service and personal counseling
- Counseling on performance issues
- Substance abuse
- Grief counseling
- Stress counseling
- Legal
- Workplace conflict resolution
- Retraining/outplacement counseling
- Rehabilitation surveillance
- Back injury prevention seminars
- Post-traumatic stress disorder counseling
- Marital counseling
- Child rearing
- Older care
- Career counseling
- Advice on exercise and physical training
- Fitness testing (specific to job task if needed)
- Weight and nutrition management
- Exercise equipment instruction
- Cholesterol screening

The ultimate goal is a comprehensive, confidential corporate policy and program that reflects regional and site-specific differences; engages employees with a high level of trust, ownership and participation; and builds a fulfilled, loyal and productive workforce.

7 Mine Life-Cycle

Mine life-cycle planning recognizes the application of health policy and programs from the beginning to end of a mining project, including acquisitions and divestitures. It includes all stages of the mining process – exploration, construction, operation, acquisitions, mergers, divestitures, closures and future liabilities. All elements of the Barrick Health Program are considered intrinsic to the success of any Barrick project or operation at all stages.

8 Community Health

Barrick wants to be a welcome partner in the communities where we operate. The health of employees often reflects the health services and living conditions in the local community. Community health considerations may, therefore, become a business issue. Concern for community health reflects Barrick's Responsible Mining approach.

Where appropriate, the company will engage in developing health services to external communities. The decision to participate will be based on these considerations:

- The service is a sustainable process when Barrick leaves
- An evaluation of other company assistance programs
- Appropriate partners available – NGOs/Government/other stakeholders
- A needs and risk assessment indicating appropriate level of involvement
- Evaluation to assess contractor involvement

F Health Program Performance Measurement and Assessment

It is essential to measure the progress of the health program and assess the effectiveness of corrective actions in helping us achieve business goals.

Tools include internal and external audits, trend indicators and evaluation reports.

The program will be monitored to provide data to evaluate its scope, appropriateness, and effectiveness. This will include an annual evaluation of the overall program to determine progress toward its goals and objectives, appropriateness of policies and procedures, and compliance with set standards.

6 Contractor Controls

"IT IS NOT THE DEPTH OF THE ORE BUT THE HEIGHT OF THE **LEADERSHIP** THAT MATTERS IN CREATING A SAFE WORKPLACE."

Barrick engages contract personnel for a wide range of activities, including administrative support, construction, mining operations, equipment repair, and maintenance. It is important to ensure 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.

Contract Management

The project or site manager will assign a trained and competent Barrick employee direct responsibility for management and oversight of each contract. Contractors' safety and health responsibilities must be clearly communicated in the scope of work documents.

The employee responsible for managing a specific contract will ensure that:

- Each contractor is provided with information about the company's safety and health programs and its requirements
- A process is in place to review safety and health performance, systems, and plan as part of the contractor selection process
- Each contractor provides an adequate safety and health plan for the required work based on a risk assessment for the scope of work
- The work is conducted in a safe and responsible manner in compliance with standards and applicable regulations
- There is timely, effective reporting, investigation, and review of all incidents
- Barrick provides ongoing monitoring of the contractor's performance, including safety and health performance review, evaluation, and corrective action
- At the close of each contract, safety performance will be reviewed and documented

Selection Criteria

Contractors shall have a demonstrated safety program and a track record of good safety and health performance including adequate resources, maintenance of their safety programs, and evidence of management commitment.

There may be situations where there is no proven track record or trained contractor workforce. In this case, Barrick will assist with development and implementation of a safety and health program.

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

7 Incident Investigation

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

It requires proper incident reporting, followed by thorough investigation and root-cause analysis to develop, apply and monitor effective remedial actions. These are the key components to control risks and prevent recurrence. Prompt and accurate communication of these results is essential to prevent similar incidents in the future. Barrick has a number of personnel who are trained as certified investigators to lead high-severity incident investigations.

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

Management and Leader Participation

Executive members will ensure incident investigation standards are implemented at all sites and regularly review reports of serious and major incidents. General, project, and site managers will provide incident investigation leadership by:

- Ensuring a system that encourages incident reporting
- Ensuring investigations identify all root causes, including systemic failures, and provide remedial actions
- Providing incident investigation training
- Personally participating in investigations of lost-time or high-risk incidents
- Ensuring the quality and completeness of incident reports
- Ensuring results of investigations, flash reports, and external incidents are communicated to all site workers
- Ensuring regulatory and company reporting requirements are met
- Regularly reviewing incident trends and analyzing root causes to correct systemic failures
- Monitoring follow-up and remedial actions to ensure completion and effectiveness

Worker Involvement

Every worker has the responsibility to promptly report all incidents and to participate in investigation of incidents when requested.

8 Emergency Preparedness

It is Barrick's policy to implement safety systems with the goal of preventing all incidents; however, the company and workers must be prepared for potential emergencies.

Barrick will maintain a high degree of emergency preparedness with the objective to minimize the impact on workers, families, the community, and operations should an emergency occur. All personnel must be adequately prepared and have the resources necessary for emergency response. Being prepared requires assessment of potential emergencies, advance planning, identified emergency resources, and training in proper response. Drills and simulations are also required to test and ensure the overall response objectives are met.

Crisis Communication

Corporate and regional executives shall ensure that an effective crisis management system is in place.

"BARRICK MAINTAINS A HIGH LEVEL OF EMERGENCY PREPAREDNESS."

Management and Leader Participation

General, project, and site managers will ensure emergency preparedness is implemented and updated at all sites through regular review of reports of drills and actual events.

Emergency Preparedness Plans must include:

1 Response Needs Assessment

A formal assessment must be completed to identify potential emergencies. This assessment must also evaluate the potential seriousness of each emergency and identify the resources needed for adequate response. This includes emergencies that may occur off site and that may have a negative effect on the operation or the company.

The assessment 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

2 Site Emergency Response Plan

The Emergency Response Plan 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

3 Emergency Resources and Requirements

The following elements of emergency preparedness must be defined and responsibilities assigned:

- Emergency equipment inventory and locations, including operating and maintenance requirements
- Response team personnel
- Initial and refresher training needs
- Incident command

4 Simulations and Response Plan Maintenance

It is important that personnel, equipment, procedures, and processes are tested, evaluated, and revised to ensure response is timely and effective. The following aspects are critical:

- Critiques from drills and simulations that reflect the response needs assessment
- Operating sites conduct annual simulations that involve people, facilities and equipment
- Projects and development sites will conduct simulations based on corporate safety and health assistance and input
- Lessons learned from internal and external incidents
- Changes in facilities, equipment and processes
- Changes in legislative and regulatory requirements

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

9 Performance Assessment and Measurement

"GOOD SAFETY PERFORMANCE LEADS TO SUSTAINABLE PRODUCTION."

It is essential to assess performance to evaluate progress against the requirements, targets, and objectives, and to establish plans for continuous improvement.

To properly assess needs:

- Conduct a systematic review of the corporate guidelines, standards, systems and processes to verify the current standards and controls in place
- Conduct audits and assessments at determined frequencies to measure the level of compliance and progress to the standards, and assist in the correction and prevention of any systemic issues
- Review performance and accountability processes to indicate progress or deviations for early corrections

Corporate Responsibilities

The director of corporate safety and occupational health will:

- Assess audit outcomes to identify trends across the corporation
- Work with sites to assist in development of improvement processes
- Define key metrics and leading indicators for performance monitoring
- Assess emerging issues that may require additional monitoring

The director of environmental health and safety audits will:

- Determine the audit and self-assessment methodology
- Develop, review, and maintain the audit protocol and use other assessment tools as deemed necessary, i.e., perception surveys
- Provide and maintain a reporting system that facilitates real-time entry and action item monitoring
- Verify compliance with applicable laws, regulations and corporate requirements
- Verify conformance with the company's Safety and Health Management System

Site Responsibilities

The senior regional safety and health personnel will:

- Follow up with sites to ensure that action planning is completed and implemented
- Verify the completion of action items on a quarterly basis using the global electronic reporting system as well as by conducting site visits where possible
- Report quarterly on the completion of action items to the director of corporate safety and occupational health

General, project, and site managers will:

- Ensure self-assessments are completed periodically to measure compliance with the Barrick Safety and Health Management System
- Provide support to the corporate audit program at their site
- Put action plans in place and review them for progress
- Ensure evidence of action item completion is uploaded into the global electronic reporting system

Performance Monitoring and Accountability

The vice president of safety and health will:

- Ensure roll-up of performance data (site, region, corporation)
- Alert sites of any trend analysis information
- Assess performance data for the company
- Identify key milestones for program and systems development and implementation

The regional presidents, vice-presidents, and the general, project, and site managers will:

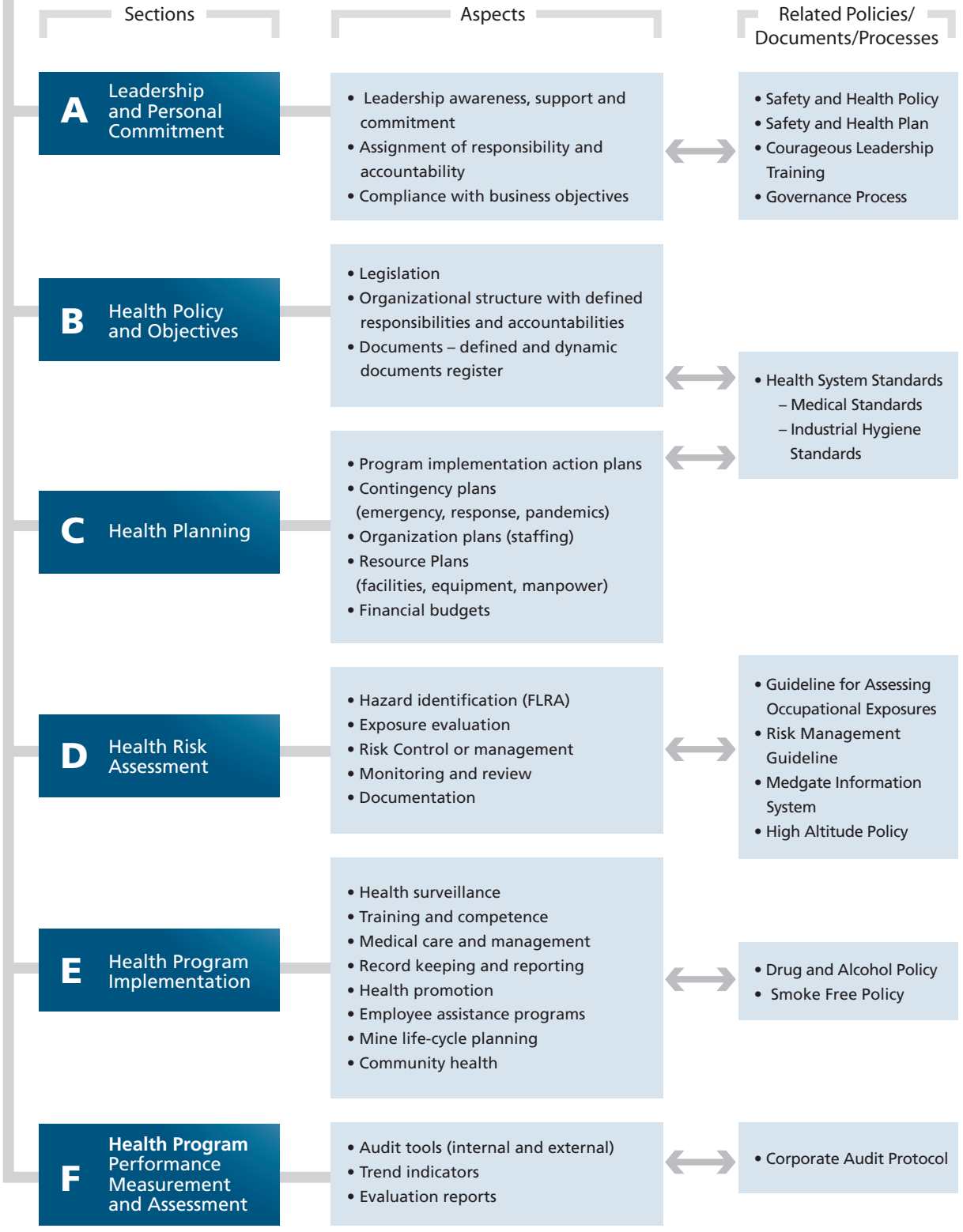
- Monitor the progress of the annual performance improvement plan for safety and health
- Provide for regular monitoring of safety and health metrics
- Identify key issues that require either site or corporate attention
- Work proactively to counteract trends

"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."

Barrick Safety and Health System: BARRICK SAFETY SYSTEM

Element	Components	Related Policies/ Documents/Processes
Element 1 Leadership and Personal Commitment	• Measurement and leader participation • Personal leadership • Safety and Health committees	• Safety and Health Policy • Safety and Health Plan • Courageous Leadership Training • Governance Process
Element 2 Training and Competence	• Project, general and site manager responsibilities	• Orientation Matrix
Element 3 Risk Management	• Procedure, process and guidelines • Hazard identification and risk assessment • Management-of-change process • Definition of change process • Regular program monitoring	• Management-of-Change Procedure • Formal Risk Assessment Procedure
Element 4 Operational Controls and Procedures	• Corporate responsibilities • Site responsibilities	• Mobile Equipment Operating Policy • Hazardous Energy Isolation Operation Policy • Drive First Program • Ground Control Management Guidelines for Underground • Lightning Standard • Use of Electronic Devices While Driving • Working at Heights
Element 5 Occupational Health and Wellness	This is the Barrick Health Program as part of the Barrick Safety and Health System *(See Health Program Diagram on page 39)*	
Element 6 Contractor Controls	• Contract management • Selection criteria	• Contractor Management Guideline
Element 7 Incident Investigation	• Management and leader participation • Worker involvement	• Responsibility Information Management System • Incident Report Form • Incident Reporting Guideline • Flash Report Form • Incident Investigation Summary Form • Taproot
Element 8 Emergency Preparedness	• Crisis communication • Management and leader participation	
Element 9 Performance Assessment and Measurement	• Corporate responsibilities • Performance monitoring and accountability	• Corporate Audit Protocol

Barrick Safety and Health System: BARRICK HEALTH PROGRAM



Responsibilities

Safety and Occupational 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.

Exploration, development, operations, and closure site management will establish and maintain written performance standards that meet the company's requirements. If, through a risk assessment, it is determined that the corporate standards, policies or guidelines do not address specific site concerns, then additional standards, policies, or guidelines must be established.

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

The director of environmental health and safety audits 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.

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

BARRICK

SAFETY & HEALTH Management System

01/2010