



Community Engagement and Sustainable Development Guidelines Summary

Barrick's Corporate Social Responsibility Charter outlines the company's policy and commitments in four key areas, known as pillars: i) Ethics; ii) Employees; iii) Environment, Health & Safety and iv) Community. The **Community Engagement and Sustainable Development (CE&SD) Guidelines** explain in more detail the principles, standards and approaches applied by Barrick under the **Community** pillar of the Charter.

The development of the CE&SD Guidelines has been informed by a review of international standards, industry guidelines and best practice both at Barrick and among industry peers. **The main aim of the Guidelines is to improve the effectiveness and the consistency of Barrick's community engagement and sustainable development activities globally.**

Given the variability in the socio-economic, cultural and regulatory environments across which Barrick operates, the Guidelines are not intended to be prescriptive. They are primarily advisory in nature, based on key principles and suggested best practices. Local context is recognized as a key consideration. However to ensure an acceptable standard and maintain a reasonable level of consistency across Barrick's global operations, the Guidelines include a set of five Community Management Standards (CMS).

Community Management Standards (CMS)

Permitting Phase:

- **CMS1: Social Impact Assessment:** An integrated environmental and social impact assessment (ESIA) will be undertaken early in the development project. This process will also include the development of a *Social Management Plan* which will form the basis of the operation's Community Engagement and Sustainable Development Plan (see CMS4).
- **CMS2: Indigenous Peoples Consultation Plan:** If Indigenous Peoples reside in, or have a collective attachment to, the project area, an internal *Indigenous Peoples Consultation Plan* will be developed, either as a component of the CE&SD Plan or as a separate plan.
- **CMS3: Resettlement Plan:** Where involuntary resettlement is anticipated, a Resettlement Action Plan (RAP) will be developed.

Construction, Operations & Closure Phase:

- **CMS4: Community Engagement and Sustainable Development (CE&SD) Plan:** All sites will develop, and annually update a Community Engagement and Sustainable Development Plan. This will build on the *Social Management Plan* developed during the permitting phase.
- **CMS5: Closure Social Impact Assessment:** A closure social impact assessment will be completed, ideally three years prior to closure of any operation.

Primary Objectives

Barrick's community engagement and sustainable development programs are designed to achieve two primary objectives:

- To ensure that affected stakeholders gain net positive benefits from the mine development and operations
- To acquire and maintain broad stakeholder support for the company's operations

In meeting these two objectives, Barrick's programs will also provide a wide range of potential benefits to the company. These include:

- Improving our ability to identify and respond to community concerns that could increase business risks
- Recruitment of local employees
- Maintaining strong ties with local businesses and contractors
- Supporting the development of communities where our employees may reside
- Facilitating strong relations with local, regional and national authorities
- Enhancing employee satisfaction

Key Principles

Barrick's community engagement and sustainable development activities are underpinned by the following key principles:

- Start a process of community engagement as early as possible (e.g. during the exploration phase) and maintain it throughout the life of the mine
- Approach communities with respect and cultural sensitivity
- Build mutual trust and confidence through transparency
- Understand the diversity of interests in the community and beyond
- Adapt program activities to fit with local needs and contexts
- Plan activities with closure in mind
- Monitor results and impacts

Guidelines Structure

The Guidelines have been divided into four main sections. The first three sections consist of *community engagement*, *social impacts* and *sustainable community development*. These activities are highly interrelated and rarely undertaken as separate, discrete steps. A fourth section covers the *management* aspects of community engagement and sustainable development.

1. Community Engagement

Comprehensive stakeholder engagement throughout the life of the mine is the cornerstone to building long term community support for the operation. By understanding and responding to community concerns and priorities over the life of the mine, trust can be built and sustained with

the local community(ies). The Guidelines provide direction on key community engagement activities, in particular:

- Stakeholder Identification
 - Determine who will be directly/indirectly affected, positively or negatively; which groups can contribute to the project; and the relationships between groups.
- Disclosure and Consultation
 - Inform the community of potential opportunities and effects of the mine; manage expectations and concerns; obtain input and participation; ensure ongoing identification of local concerns and opportunities.
- Feedback Mechanisms
 - Ensure fair and rapid response to stakeholder concerns; provide mechanism for resolving complaints; build trust and mutual confidence with local stakeholders; document issues about which the community is concerned.

2. Social Impacts

The key objectives of Barrick's community engagement and sustainable development programs are to manage potential negative impacts and deliver positive benefits to the community. Thus the guidelines include direction for taking social impacts into account, and also provide additional guidance for projects which affect Indigenous Peoples and/or involve resettlement, where potential project impacts may be greater. The main elements of social impacts include:

- Environmental and Social Impact Assessment
 - Undertaken early in the development project to inform engineering designs, develop social mitigation strategies and outline appropriate community development activities.
- Closure Social Impact Assessment
 - Targeted for 3 years prior to closure of any operation; impacts of closure should be considered as far ahead as possible when sustainable community development programs are designed.
- Indigenous Peoples Consultation Plan
 - If Indigenous Peoples reside in or have a collective attachment to the project area, a plan will be developed (as part of the CE&SD Plan or separately) to address specific needs, concerns and characteristics of such groups.
- Resettlement Action Plan
 - When resettlement can't be avoided, comprehensive and early planning, in consultation with affected stakeholders will control the potential negative impacts and create lasting benefits for those families and communities involved. A Resettlement Action Plan will be developed.

3. Sustainable Community Development

Once the potential social impacts and opportunities are assessed, sustainable community development programs can be designed to mitigate potential impacts and provide benefits to the community. These programs will primarily be driven by community priorities, and informed by the potential impacts identified as well as Barrick's requirements over the life of the mine. The Guidelines provide direction on sustainable community development programs. The main elements include:

- Local Employment
 - Enhance the benefits of the project to affected stakeholders; develop and enhance the skills base in the local communities; manage expectations regarding employment; manage in-migration to the area of influence by job seekers.
- Local Procurement
 - Increase positive benefits of the project to stakeholders, especially affected stakeholders; improve the capacity of the local and regional business base.
- Community Development
 - The most common project areas which Barrick supports include health, education, water supply, housing and small business/economic development.

4. Management

The effectiveness of community engagement and sustainable development programs is dependent on collaborative implementation with other departments, employing qualified staff and allocating sufficient resources. The Guidelines provide direction related to the management of community engagement and sustainable community development, including monitoring and evaluation. Management elements include:

- Partnerships
 - Using synergies and enhance sustainability through partnerships with non-governmental organizations and community-based organizations.
- Links with Other Departments
 - Strongly integrate community engagement and sustainable development programs through cross-departmental collaboration and effective internal communication.
- Staffing & Budgeting
 - Knowledgeable, experienced, diverse and committed staff with local language skills. Resource programs to provide sustainable levels of support without creating unsustainable dependencies.
- Monitoring
 - Development of social monitoring systems that are locally relevant, and provide meaningful measurements that drive continuous improvement and ensure we contribute lasting benefits to local communities.