Aboriginal Employment at Barrick

Inclusion Works | May 2015

Working together with local communities for mutual long-term success
About Barrick

- 17,500+ employees
- 20 sites globally

Western Shoshone, USA
Alaska Natives, USA
Wiradjuri, Australia
Pic River and Pic Mobert, Canada
Diaguita, Chile
Why Aboriginal Employment?

1. Critical to the success of the communities in which we operate
2. Concrete way to share the benefits of mining
3. Part of our voluntary agreements or regulatory obligations
4. Address a key business issue
<table>
<thead>
<tr>
<th>Pre-Employment</th>
<th>Recruitment</th>
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</thead>
<tbody>
<tr>
<td>Building skills of potential employees:</td>
<td>Addressing obstacles to Indigenous employment:</td>
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<tr>
<td>- Apprenticeship programs</td>
<td>- Direct engagement</td>
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<td>- Funded training programs</td>
<td>- Job booths at cultural events</td>
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<td>- Suitable entrance exams</td>
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<thead>
<tr>
<th>Retention</th>
<th>Cultural Awareness</th>
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<tbody>
<tr>
<td>Identifying/addressing problems that create turnover:</td>
<td>Internal training of management focusing on:</td>
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<tr>
<td>- Scheduling and rotations</td>
<td>- Demystifying cultural stereotypes</td>
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<tr>
<td>- Mentorship programs</td>
<td>- Identifying opportunities</td>
</tr>
<tr>
<td>- Integrating cultural practices</td>
<td>- Sharing best practice</td>
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<td>- Family and employee support</td>
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</tbody>
</table>
Site Summary
- 25+ year mine life
- Approx. 1,100 employees during operations
- Surface and sub surface rights owned by 2 native corporations

Community Summary
- Approx. 25,000 people living in small communities
- Strong traditional hunting and fishing
- High unemployment, high rates of public assistance use
- Substance abuse
Donlin | Aboriginal Employment

Why is it important?
- Commitments to meet exploration and mine lease agreement
- Managing costs associated with turnover

What did it look like?
- Retention program

How did we do it?
- Dig in to understand the challenges
- Worked with a variety of stakeholders
## Donlin | Addressing Difficult Challenges

<table>
<thead>
<tr>
<th>Substance abuse</th>
<th>Challenges to family structure</th>
<th>Cultural and social disconnect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Counsellors on site and in communities</td>
<td>Changed rotations so families weren’t separated for so long</td>
<td>Cultural training for management</td>
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<tr>
<td>Awareness campaigns</td>
<td>Included pictures of families in cafeteria</td>
<td>Adapted schedules so employees could participate in the hunting season</td>
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<td>Changed re-application phase</td>
<td>Supported family camp visits</td>
<td>Included local foods in cafeteria</td>
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<td>Pre-shift phone calls</td>
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<td>Created more communal spaces and talking circles</td>
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</table>
Nevada | United States

Site Summary
- 5 mine sites located in Northern Nevada
- Strategic focus for the company

Community Summary
- 8 Western Shoshone Communities (6,000 members)
- Collaborative Agreement signed in 2008
- Focus on educational attainment and job opportunities
Why is it important?
- Operational success relies on long-term support of Western Shoshone communities
- Meet requirements of Collaborative Agreement

What did it look like?
- Targeted recruitment
- Work readiness programs
- Cultural awareness training for hiring managers

How did we do it?
- Executive sponsorship
- On-the-ground engagement
- Incentive for management
- Internal partnership
Pascua-Lama Project | Chile

Site Summary
- Border of Argentina and Chile
- 5,200 meters elevation

Community Summary
- 18,000 Diaguita
- Small scale agricultural producers and herders
- No formal leadership structure
- Formal process of dialogue and engagement
Why is it important?
- Show benefit to community and gain support
- Real life exposure to site and opportunity

What does it look like?
- Apprenticeship program
  - 20+ positions
- Targeted recruitment

How did we do it?
- Integrated into standard engagement
- Based on targets
Success Factors – the real world

- Engaged leadership
- Systematic approach
- Clear business case
- Realistic targets
- Leverage partnerships

- Individual leadership
- Incremental changes
- Engage sceptics
- Incentivize progress
- Encourage contractors
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