Low Risk Scope of Work Form

Document Reference:	Revision Number	Original Issue Date	Review Date
BGC-CORP-FORM-003	0	January 20, 2025	January 18, 2030

Project Name	**Mineral Processing Skills Programme**
Site Location:	**Kibali Gold Mine / Processing Plant**
Risk Rating of SOW: **(Based on Pre-Bid Risk Assessment)**	☒ **Low** ☐ **Medium** *(Check one)*

Approver	Name	Signature	Date
Technical Representative	Tite Mwepu Kalenga, Gabriel Balepe		28 October 2026
Safety Only Required for medium risk projects	John Banza, Bernard Coulibaly		28 October 2026

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1.1 PROJECT OVERVIEW

Outline the specific deliverables, objectives and boundaries of the project.

Objective To enhance the technical competence of Kibali Process Plant personnel through delivery of an accredited mineral processing skills programmes, focused on strengthening process understanding, operational excellence, troubleshooting capability, safety awareness, and process control knowledge across all major plant sections. The programme is tailored to Kibali's processing operations and includes operators, supervisors, and control room personnel.

2.2 GENERAL DESCRIPTION OF WORK

2.1. DELIVERABLES (KPI'S)

Deliverable	Description	Expected Date
Deliverable 01	**Delivery of accredited training modules covering key mineral processing operations**	Click or tap to enter a date.
Deliverable 02	Training of up to 15 participants per class, conducted at the Met Plant Training Centre.	Click or tap to enter a date.
Deliverable 03	Practical and theoretical training combining classroom sessions, plant-floor application, and facilitated discussions.	Click or tap to enter a date.
Deliverable 04	Competency-based assessments, moderation, and learner certification aligned with industrial training requirements.	Click or tap to enter a date.
Deliverable 05	Learner portfolios of evidence and progress reports issued after each module.	Click or tap to enter a date.
Deliverable 06	Training coverage across: Ore Handling & Comminution (5 modules) Separation, Recovery & Refining (8 modules) Utilities & Safe Handling (2 modules)	Click or tap to enter a date.

2.2. PROJECT LOCATION

Provide an address and describe the specific location of the scope of work.

Kibali Gold Mine, Watsa District / Haut Uele / DRC
Processing Plant

Work area details :
- Process Plant Training Room

2.3. EQUIPMENT AND TOOLS REQUIRED

List all equipment and tools required to perform the Job.

Items supplied by Contractor

The contractor will provide the following as part of the training programme:
- Delivery of **registered mineral processing skills programmes**.
- Provision of a **Lead Facilitator** an **in-country Co-Facilitator/Interpreter** for each module.
- Development and delivery of all **traiing materials, workbooks, and course content**.
- Classroom training, plant practical sesions, and facilitated technical discussions.
- Competency-based **assessments, moderaion, and certification** aligned with industrial requirements.
- Learner **Portfolios of Evidence* and competency records.
- Progress reporting to Kibali Training after each training module.
- Coordination of facilitator deployment scheduling, and programme administration.
- Quality assurance of training delivery assessments, and accreditation compliance.
-

Items supplied by Barrick

- Training venue (Met Plant Training Centre) and AV equipment.
- Availability of participants for the fll training duration.
- Site access, inductions, and required PE for practical sessions.
- Facilitator accommodation, meals, and n-site transport.
- Work permit support where required.
-

2.4. INSURANCE AND WARRANTY REQUIREMENTS

Provide list of applicable insurances or warranties.
Requirements to be identified by the Contract Specialist

- The contractor shall provide adequate insurance coverage for the full duration of the project. This includes insurance for all equipment and materials during transportation and delivery to site, ensuring protection against loss or damage in transit. The contractor must also hold valid professional liability insurance covering design, engineering, and advisory activities. In addition, comprehensive liability insurance is required for all installation, testing, and commissioning works, covering potential damages to property, equipment, and third parties arising from their operations.
- The Contractor to provide warranties on : Technical support after the commissioning period, scrubbing system equipments & instruments

2.5. PROJECT RISK IDENTIFICATION

All project risks shall be identified within the Pre-Bid Risk Assessment taking into consideration all safety, environmental and community risks. Please attach the Pre-Bid Risk assessment to this document.

3.3 HEALTH AND SAFETY REQUIREMENTS

The Contractor shall apply all requirements established in Barrick's Health and Safety standards, as well as policies and procedures. The Contractor must consider all the requirements to prepare and submit a specific health and safety plan for the project using Barrick's Safe Work Plan form (please attach).

3.1 SPECIFIC SAFETY REQUIREMENTS

List the specific safety requirements associated with the job/work and all applicable procedures.

- Completion of **KGM Site Induction** and authorization prior to accessing operational areas.
- Compliance with all **KGM Health, Safety, Environment and Community** requirements.
- Use of mandatory **Personal Protective Equipment (PPE)** in plant areas, including:
  - Hard hat
  - Safety glasses
  - Safety boots
  - High-visibility clothing
  - Hearing protection where required
  - Hand protection appropriate to the task
- Adherence to site traffic management and pedestrian access rules.
- Compliance with all plant signage, barricading, and restricted area requirements.
- Participation in pre-task risk assessments and toolbox talks before practical activities.
- Immediate reporting of hazards, incidents, near misses, and unsafe conditions.

3.2 HEALTH AND SAFETY PROCEDURES

List all applicable Health and Safety operational procedures.

As per Barrick Standards

4.4 ENVIRONMENTAL REQUIREMENTS

The Contractor shall apply all the requirements established in Barrick's Environmental Guidelines for Contractors, comply with Barrick's Environmental Policy, and meet all other applicable environmental requirements, procedures or standards to present the specific environmental management plan for the project if applicable.

4.1 ENVIRONMENTAL SPECIFIC REQUIREMENTS

List the specific Environmental requirements associated with the job/work and all applicable procedures.

- Maintain good housekeeping standards in training and operational areas.
- Prevent spills, leaks, or uncontrolled releases of chemicals, oils, fuels, or process reagents.
- Dispose of waste only in designated waste streams and approved disposal facilities.
- Minimize generation of waste through reuse and recycling where practicable.
- Prevent contamination of soil, surface water, groundwater, and stormwater systems.
- Ensure safe handling, storage, and transportation of chemicals and hazardous substances.
- Avoid unnecessary disturbance to vegetation, wildlife, and surrounding ecosystems.
- Minimize dust, noise, and other nuisance emissions during training and site activities.
- Report all environmental incidents, spills, and near misses immediately.
- Comply with all environmental permit conditions and site environmental controls

4.2 ENVIRONMENTAL PROCEDURES

List all applicable Environmental operational procedures.

As per Barrick Standards

5.5 SOCIAL REQUIREMENTS

For the development of this project, the Contractor must apply all the social requirements established in Barrick's social performance policy, with the objective to support the company's social commitment to sustainable development.

5.1 SOCIAL SPECIFIC REQUIREMENTS

List the specific social requirements associated with the job/work and all applicable procedures.

- Barrick Social Performance Policy compliance
- Local procurement of materials and accessories if possible
- The related works must not affect the safety of the community
- The related works must not affect the health and the security of the community
- Promote local employment

5.2 SOCIAL PROCEDURES

List all applicable Social operational procedures.

As per Barrick Standards

6.6 CERTIFICATIONS AND COMPETENCIES

Mark an X in the box next to all applicable certifications and competencies.

COMPETENCE	Applies	COMPETENCE	Applies
Fall From Heights	☐	Fire (Hot Work)	☐
Confined Space	☐	Hazardous Substances	☐
Stored Energy (LOTOTO)	☐	Excavations and Penetration (trenching)	☐
Lifting	☐	Working with High Voltage Lines	☐
Hazards Recognition/ Risk Assessment	☐	Mobile Equipment	☐
Blasting and Explosives	☐	Other:	☒

Other Applicable Competencies/Certifications

Mineral Processing Training skills programme

7.7 SOW MANAGEMENT

The following documents must be attached when submitting this form to the Contract Specialist:

- ☒ Pre-Bid Risk Assessment
- ☐ Reference Documents: Images, documents, drawings
- ☐ Other: Click or tap here to enter text.

8.8. APPENDIX X

Documents:
Drag and drop documents from your files here…

Images/drawings:
Drag and drop images from your files here…

PRE-BID RISK ASSESSMENT FORM

Document Reference:	Revision Number	Original Issue Date	Review Date
BGC-CORP-FORM-002	0	January 20, 2025	January 18, 2030

Project Name: (Reference SOW)	**Mineral Processing Skills Programme**
Project Description:	**The Mineral Processing Skills Development Programme is a structured training initiative aimed at enhancing the technical knowledge, operational competency, and process understanding of Kibali Metallurgical Plant personnel. The programme will provide accredited, competency-based training across key mineral processing disciplines, enabling operators, supervisors, and technical personnel to improve plant performance, operational safety, process control, and troubleshooting capabilities.** **The project involves the delivery of mineral processing training modules through a combination of classroom instruction, practical plant-based learning, assessments, and competency evaluations. The training will cover the complete processing value chain, including ore reception, comminution, gravity and flotation recovery, thickening, carbon adsorption, elution, electrowinning, solvent extraction, reagent management, and process water management.** **The programme will be delivered by qualified facilitators and will include training materials, learner assessments, moderation, certification, and progress reporting. The overall objective is to develop a competent workforce capable of safely operating, monitoring, optimizing, and troubleshooting mineral processing operations while supporting continuous improvement and operational excellence at the Kibali Met Plant.**

Tasks	Hazards	Controls
Site induction and access to plant areas	Unauthorized access, lack of site knowledge, exposure to operational hazards	Complete KGM induction, comply with access requirements, escorted access where required, attend toolbox talks
Classroom training activities	Slips, trips, ergonomic injuries, electrical hazards from training equipment	Maintain good housekeeping, inspect equipment before use, ensure clear walkways, follow office safety requirements

Plant inspections and practical training	Interaction with operating equipment, moving machinery, noise, slips and trips	Wear mandatory PPE, remain within designated walkways, maintain safe distances from operating equipment, follow supervisor instructions
Observation of crushing, milling and conveyor systems	Entanglement, pinch points, dust, falling objects	No contact with running equipment, observe from safe locations, comply with guarding requirements, use eye and hearing protection
Observation of flotation, thickening and leaching circuits	Exposure to process chemicals, wet floors, falls	Follow plant access procedures, use required PPE, maintain housekeeping standards, avoid restricted areas
Sampling and metallurgical demonstrations	Chemical exposure, cuts, manual handling injuries	Use gloves and appropriate PPE, follow sampling procedures, use correct lifting techniques
Accessing elevated platforms	Falls from height, dropped objects	Use approved access routes, maintain three points of contact, comply with working-at-heights requirements where applicable
Training around electrical and instrumentation equipmen	Electric shock, arc flash exposure	No unauthorized work on electrical systems, comply with electrical safety procedures, maintain exclusion zone
Use of laboratory or reagent handling areas	Chemical exposure, spills, inhalation hazards	Follow chemical handling procedures, use appropriate PPE, ensure spill response equipment is available
Walking between training venues and plant areas	Vehicle interaction, uneven surfaces	Follow pedestrian routes, maintain situational awareness, comply with traffic management requirements
Emergency situations	Fire, medical emergency, process upset	Know emergency assembly points, evacuation routes and emergency contact procedures

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Select all the Fatal Risks present:


☐ Stored Energy


☐ Falling from Heights


☐ Lifting


☐ Blasting and Explosives


☐ Hazardous Substances and Chemicals


☐ Confined Spaces


☐ Mobile Equipment


☐ Fall of Ground


☐ Rotating Equipment


☐ Fire

Control Effectiveness:	The proposed controls are considered adequate to reduce risks associated with classroom and plant-based training activities to an acceptable level, provided they are fully implemented, monitored, and complied with by all participants and facilitators. Residual risks mainly relate to exposure to operational plant hazards, vehicle interactions, slips/trips/falls, and chemical handling, which remain manageable through strict adherence to KGM procedures and supervision
Additional actions needed before job start:	Site & Plant inductions to be completed
Identified Risk Level:	☒ Low ☐ Medium ☐ High ☐ Very High

Responsible	Name	Signature	Date

Technical Representative	Tite Mwepu		2026/10/28
Safety Representative	John Banza		Click or tap to enter a date.

Appendix

Risk Ranking matrix:
Compares likelihood of the risk with the consequence level based on the consequence criteria.

*This matrix will be used to evaluate the significance of the risk and its priority for attention.



Likelihood criteria:
Likelihood levels will be chosen from the table below based on the probability that the expected impact selected in from the consequence criteria will be experienced.

Level	Probability
5 Almost Certain	>90%
4 Likely	50% - 90%
3 Possible	>25% - <50%
2 Unlikely	10% - 25%
1 Very Unlikely	<10%

Consequence Criteria: Consequence levels will be chosen from the table below based on the expected impact on Barrick, choosing the worst case of the consequence types that are pertinent. This should reflect the assessment of the existing controls and their effectiveness.

Level	Financial (Operating cash flow)	Shareholder Value (NPV/ Market cap)	Health and Safety	Environment	Society (Community, NGO, Government, Media)	Legal
5	>$250m	>$1b	Multiple fatalities or significant loss of quality of life to multiple people.	Severe regional impact resulting in permanent long-term impact to the environment. Immediately reportable to Government or State	Significant loss of trust by affected, national and/ or government threatening the continued viability of the operation. International and national government, NGO and media condemnation. Systemic pattern of gross human rights violations affecting multiple people.	Prolonged litigation likely. Potential jail terms and/or high fines for executives and directors. Potential very high fines for the company.
4	>$100m<$250m	>$500m<$1b	Single fatality or critical injury with a permanent negative impact to quality of life for one person	Significant impact with medium to long-term impairment and residual ecosystem effects. Regulatory agency mandated remediation and/ or monitoring over a long-term period to determine extent of adverse environmental impact. Immediately reportable to Government or State.	Community unrest and/or protest requiring intervention and substantial management attention. National and/or regional media coverage over several days and/or NGO condemnation. Individual gross human rights violation or systemic negative human rights impacts.	Prosecution of individuals and/or significant fines for individuals and/or the company.
3	>$20m<$100m	>$50m<$500m	Serious injury to one or more persons resulting in temporary negative impact to quality of life. (RDI & LTI)	Moderate impact resulting in medium – term impacts to the environment. Remediation completed in compliance with regulations over a medium-term period without any anticipated residual adverse environmental impacts. Potentially reportable to State or government, but not immediately.	Persistent community grievances, complaints, unrest or protests. National and/ or regional media coverage and/ or NGO scrutiny. Systemic or severe individual negative impacts on human rights.	Significant legislation or permit non-compliance or litigation likely resulting in settlement costs and/or fines.
2	>$1m<$20m	>$10m<$50m	Reversible injury to one person, (no lost time to work performance) but requiring medical treatment. (MTI)	Localized, minor impact within the current or planned disturbance area (or isolated offsite impacts.) Limited remediation, and/ or controls required to meet regulatory standards. Potentially reportable to State or Government but not immediately	Persistent complaints and grievances, unrest or protests. Local Media coverage. Isolated negative impacts on human rights	Legislation or permit non-compliance or litigation likely resulting in need for legal engagement.
1	<$1m	<$10m	Minor injury not affecting work performance and requiring only a single first aid treatment.	Environmental incident with an area already distributed by operations, with short-term impacts. Remediation carried out as part of routine processes. Not reportable to the government.	Minor complaints and grievances from local communities. No impact on human rights.	Minor non-compliance with legislation or permits.

Control Effectiveness: A relative assessment of the degree of modification that is currently present and effective compared with that which is reasonably achievable for a particular risk.	**Descriptor**	**Guide**
	Fully Effective	Controls are as good as realistically possible, both well-designed and implemented as well as they can be.
	Substantially Effective	Controls are generally well-designed and well implemented but some improvement is possible in their design or implementation.
	Partially Effective	Controls are well-designed but are not implemented that well. OR While the implementation is diligent, it is clear that better controls could be devised.
	Largely Ineffective	There are significant gaps in the design or in the effective implementation of controls – much more could be done.
	Totally Ineffective	Virtually no credible controls relative to what could be done.

Fatal Risk	Critical Controls
Stored Energy	De-energize: Identify sources of energy and ensure they are zero-state
	LOTOTO: Remember to always lock out – tag out – try out
	Guards, Barriers, and Barricades: Ensure they are in position and effective
	Lock-out Device: Use the appropriate lock out device to isolate the energy source
	Personal Lock and Tag: Have your OWN lock and tag, with unique key
Falling from Heights	Rescue Plan: Ensure a rescue plan is in place before starting work above 1.8m.
	Fall Equipment: Inspect and wear the correct fall-restraint or arrest equipment when working above 1.8m.
	Tie Off: Stay 100% tied off at all times on approved anchor points.
	Elevated Platforms: Only work from certified elevated platforms.
	Barriers: Ensure barriers are in place to precent people or objects from falling over edge; ensure exclusion zones are demarcated.
Lifting	Lift Plan: Determine how the lift will be carried out with input from all persons involved.
	Equipment and Rigging: Ensure all lifting equipment is inspected, certified, and load is secured and controlled.
	Calculate and Confirm: Analyze the weight of the load and all associated equipment parameters.
	Drop Zone: Erect barricades and exclusion zones to restrict access to the area under a suspended load or within a drop zone.
	Communication: Positive communication from a single person to operator.
Blasting & Explosives	Communication: Scheduled and effective blast notification to all site personnel.
	Blast Design: Compliance with the approved drill and blast design.
	Transport Equipment: Safely transport explosives using approved, certified, and maintained explosives-transport equipment.
	Exclusion Zones: Establish and restrict access of personnel and equipment to blast exclusion zones with barricades.
	Access Control: Lock out – tag out on stinger and blast tag boards, to ensure all individuals are accounted for.
Hazardous Substances and Chemicals	PPE: Wear correct hazardous-materials PPE in line with Safety Data Sheet (SDS)
	Access: Restrict access to authorized personnel only
	Emergency Response: Containment: and exposure measures must be on hand and working according to SDS guidance
	Detection and Alarm Systems: Correct detection devices and alarms are in place and fully functional.
	Handling and Transfer: Protection protocols are in place when handling and transferring chemicals based on SDS.
Confined Space	Rescue Plan: Formulate a rescue plan and ensure that a spotter is in place at all times.
	Permit: Ensure you have a signed and complete permit to access entry point.
	Energy Isolation: All possible energy sources have been identified and controlled per lock out – tag out – try out (LOTOTO)
	Access Control: Work area to be demarcated and access control to be managed by a spotter at all entry points.
	Atmosphere: Test and confirm atmosphere is life-sustaining and continue monitoring.

Mobile Equipment	Pre-Use Inspection: Confirm functionality of braking, steering, and safety devices.
	Parking: Follow safe, secure, and stable parking practices in designated parking areas.
	Traffic Management Plan: Adhere to road designs, rules, signage, and segregation of equipment and pedestrians.
	Berms and Windrows: Ensure that berms and windrows are installed to standard and maintained.
	Communication: Ensure positive communication is maintained at all times.
	Mobile Devices: Do not use phones, smart watches, or tablets when driving.
Fall of Ground	Workplace Inspection: Inspected, properly scaled down, and made safe.
	Geotechnical Inspection: Ensure that inspections are completed, and workplaces are continuously monitored.
	Ground Control Management Plan: Ensure that the plan is implemented and communicated.
	Barricading and Exclusion Zones: Ensure exclusion zones have been identified and maintained.
	Water Management: Establish a water management plan.
Rotating Equipment	Guards, Barriers, and Barricades: Ensure these are effective, in place, and maintained.
	Safety Devices: Ensure safety devices and interlocks have been tested and are in working condition.
	Energy Isolation: All possible energy sources have been identified and controlled per lock out – tag out – try out (LOTOTO)_
Fire	Combustible Materials Storage: Store combustible/flammable materials separately and safely.
	Ventilation: Ensure adequate ventilation in working areas and that systems are functioning and maintained.
	Fire Detection, Alarm, and Suppression: Ensure fixed and mobile equipment has functional fire detection and suppression system.
	Evacuation Plan: Be prepared and know your emergency plan, egress, refuse chamber, self-rescuer, and muster point.
	Hot Work Permit: Obtain a permit and implement the associated controls before starting work.