

2 PEOPLE MANAGEMENT

↓ 30% TOTAL INJURY
FREQUENCY RATE

100% OF MANAGEMENT
TEAMS AT LOULO,
GOUNKOTO AND
MORILA ARE HOST COUNTRY NATIONALS

\$830 000
INVESTED IN FORMAL TRAINING FOR
OUR WORKFORCE INCLUDING NEARLY
1 400 CONTRACTORS

EMPLOYEE
OF THE QUARTER AND
EMPLOYEE
OF THE YEAR AWARDS INTRODUCED



“No aspect of our performance is more important than the health and safety of our people.”

Mark Bristow, CEO

Working towards a zero harm workplace, ensuring that at least 90% of our workforce is drawn from host countries and communities and putting in place the world-class training required to run a modern gold mine are all top priorities for Randgold. It is no surprise that these issues rank as some of the highest priority issues for our internal and external stakeholders alike in our materiality assessment.

In 2017, we had a workforce of approximately 12 000 workers and this chapter explains our approach and performance in regards to all major human capital issues including:

- safety
- local workforce recruitment
- talent retention and training
- occupational health
- training and development
- industrial relations
- artisanal mining
- gender equality.

Keeping our workforce safe

Modern mines are complex and dynamic workplaces which involve the handling of large volumes of material and the use of heavy equipment. The International Labour Organisation (ILO) estimates that workplace accidents and work related illness cause more than 2.78 million deaths per year. That is why the health and safety of our workforce has and always will be the top priority for Randgold.

Our health and safety policies and procedures are focused on eliminating fatalities and life-altering injuries from our operations, while making continual progress on reducing all injuries and occupational health impacts on site. The ultimate goal of our health and safety policies is zero-harm.

All operational mines have their own site-specific safety procedures and management plans and systems. Four of which are certified to OHSAS 18001 standard, while Kibali in the DRC is working towards ISO 45001 certification.

As shown in the *risk mitigation hierarchy applied to safety* illustration, our safety management plans follow a risk mitigation hierarchy system whereby we first eliminate known hazards, then seek to mitigate exposure to hazards through technology and mechanisation. Finally where risks cannot be mitigated we use careful monitoring and administration tools and personal protective equipment (PPE) to manage the risk.

RISK MITIGATION HIERARCHY APPLIED TO SAFETY



Training and risk awareness-raising are an essential part of our safety management processes at all sites. The very first time an employee, contractor or visitor steps onto one of our sites they are required to undertake safety induction training. This training sets our safety procedures including our 10 lifesaving rules (see our 10 lifesaving rules illustration). We run regular refresher courses to ensure safety stays front of mind for all staff and each department runs its own specialised task and job specific safety training.

Safety and risk awareness thinking is also integrated throughout our day-to-day operations. For example, at the start of every shift each department runs a toolbox safety briefing to remind our workers of safety procedures or focusing on a particular topic. All equipment and tools are inspected pre-shift to ensure they are in good working order. We also make regular checks to ensure PPE is in proper use - any employee found not using or misusing their PPE is counselled on the importance of PPE, and any recurrence can result in disciplinary action.

Each injury, near miss or safety incident on site triggers a process that sees the relevant safety, health and environment (SHE) team assess the event using the incident cause analysis method (ICAM) to identify the root cause and ensure that appropriate corrective actions are taken to prevent recurrence.

All mines also have an Emergency Response Plan in place and a specially trained emergency response team. Our Loulo and Kibali operations have specially trained underground mine rescue teams and specialist underground rescue equipment on site. Mock drills and equipment testing is carried out regularly throughout the year for emergency situations and should an employee's reaction to a mock drill be sub-standard then additional training work is carried out. All emergency response plans and procedures are widely and regularly communicated to the communities around the mine.

We have a zero tolerance policy towards drug and alcohol use and towards unsafe behaviour on site (pursuant to our drug and alcohol policy) and conduct regular breath testing at all sites. Any failures result first in counselling regarding safe working practices and a further contravention leads to disciplinary action, including dismissal.

Our performance

After the group recorded its lowest ever LTIFR in 2016, we were disappointed that the rate increased slightly in 2017, with 12 lost time injuries (LTIs) recorded.

Most seriously, a late night collision between two of our hauling contractor's trucks tragically resulted in two fatalities of their employees. The two contractors were involved in a collision on the Mengu haul road at our Kibali mine in DRC in May. Contractor injuries also accounted for more than 70% of all LTIs in 2017. To address this, we have reviewed the safety training and procedures of all our contractors. We identified the areas where we believed risk mitigation practices or contractor training was inadequate.

Following the review, we introduced additional safety training for our entire workforce, including all contractors, in 2017. This included reinducting all employees in our 10 lifesaving rules. Other remedial actions implemented have been to deepen the involvement of senior management in onsite safety practices such as toolbox talks, site safety walk-arounds and interactions. We also reinforced a group internal communication programme to discuss the incidents that occurred, ensuring the root causes were understood and all corrective actions necessary were taken.

At a group level we were encouraged by the 30% reduction in our total injury frequency rate (TIFR) and will seek to replicate the successful processes to tackle injuries as a whole in order to ensure we meet our targets on LTIs next year. We are also pleased to report improved safety performance at all three mines in Mali (Loulo, Goukoto and Morila). Morila reported no LTIs in 2017, while the Loulo and Goukoto mines showed 75% and 7% decreases in LTIs in 2017 respectively, including zero LTIs at Loulo's underground operations.



Emergency response drills are conducted regularly at all sites.

SAFETY STATISTICS BOARD / TABLEAU DES STATISTIQUES DE LA SST

INJURIES:

LOSSES / NOMBRE DE JOUR SANS AAT:

LAST DATE OF LAST AAT:

LOCATION	MONTH-TO-DATE	YEAR-TO-DATE
	0	0
	1	2
MANAGEMENT	1	
	0	
ENVIRONMENTAL		1

HEALTHY AND SAFE DAY EVERYDAY

SO
LINDEN
GROUND

SO
LINDEN

OUR 10 LIFESAVING RULES

<p>1 TRAINING, AUTHORISATION AND PPE I will only perform work that I am trained, qualified, authorised and fit to do. I will always wear the appropriate PPE</p> 	<p>2 WORKING AT HEIGHT I will use approved, maintained and certified fall prevention systems when working at height</p> 
<p>3 VEHICLE AND ROAD SAFETY I will always follow traffic rules and will not use mobile equipment or vehicles that I have not been trained and ticketed to use</p> 	<p>4 MANAGEMENT OF ENERGY SOURCES I will only work on equipment if all energy sources have been identified, tagged appropriately and locked with my personal lock</p> 
<p>5 RESPONSIBLE LIFTING I will always use authorised, maintained appropriate and certified lifting devices capable of lifting a load in a controlled manner</p> 	<p>6 CONFINED SPACES I will only work in a confined space if I am trained, qualified and authorised to do so, and only after reviewing the relevant permit</p> 
<p>7 UNAUTHORISED AREAS I will not enter areas I am not authorised to enter, either in the open pits or in the underground</p> 	<p>8 ALTERING EQUIPMENT AND SAFEGUARDS I will only alter equipment safeguards if I have been trained and have authorisation to do so</p> 
<p>9 CONTROLLED AND HAZARDOUS SUBSTANCES I will handle hazardous substances in accordance with prescribed controls</p> 	<p>10 CHANGE AND RISK ASSESSMENTS I will complete a management of change assessment before implementing any changes to process, equipment or facility</p> 

GROUP SAFETY PERFORMANCE

	2017	2016	2015
Total labour ¹	12 200	11 567	11 348
Person hours	27 457 461	25 999 634	25 518 122
LTIs ²	12	12	15
LTIFR ³	0.51	0.46	0.59
Fatalities ⁴	2	0	1
TIFR ⁵	3.93	5.73	6.90
Near misses	284	332	211

¹ Including persons employed by our contractors calculated as an average over the year.

² Defined as injuries that occur in the execution of duties which prevent our workers from performing those duties for at least one day.

³ Number of LTIs per million person hours worked.

⁴ Included in 2017 are fatalities relating to 2 contractor employees as detailed on page 134.

⁵ Number of LTIs plus medical treatment injuries (MTIs) per million man-hours worked.

MINE SAFETY PERFORMANCE

	Loulo		Goukoto		Morila		Tongon		Kibali	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
Person hours	5 926 938	5 946 781	2 365 826	2 202 626	1 670 348	1 771 877	4 778 984	4 779 075	12 691 575	11 299 275
LTIs ¹	1	4	1	1	0	1	4	1	6	5
TIs ²	28	45	12	16	4	8	23	44	41	35
LTIFR ³	0.17	0.67	0.42	0.45	0	0.56	0.84	0.21	0.63	0.44
TIFR ⁴	4.72	7.57	5.07	7.26	2.39	4.51	4.81	9.21	3.22	3.19
Fatalities ⁵	0	0	0	0	0	0	0	0	2	0
Near misses	23	40	34	30	11	4	66	60	150	198

¹ Defined as injuries that occur in the execution of duties which prevent our workers from performing those duties for at least one day.

² Total Injuries.

³ Number of LTIs per million person hours worked.

⁴ Number of LTIs plus medical treatment injuries (MTIs) per million man-hours worked.

⁵ Included in 2017 are fatalities relating to 2 contractor employees as detailed on page 134.

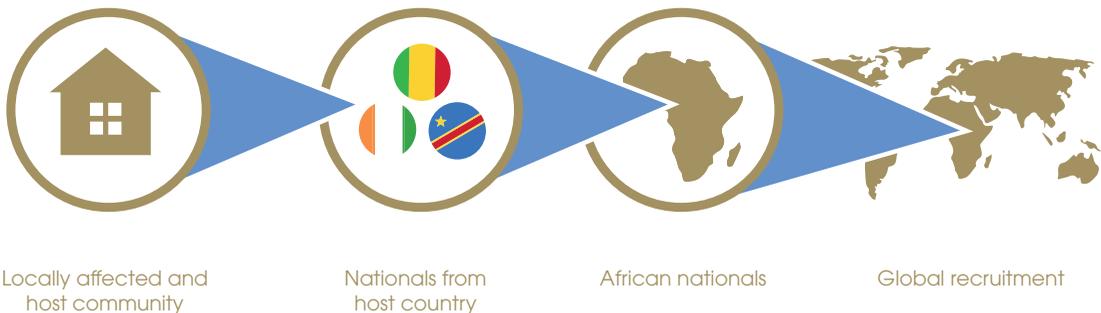
Prioritising local recruitment

One of the most important pillars of our human capital strategy is the priority we attach to recruiting talented and motivated local and host country nationals. As shown in the *local employment prioritisation* illustration, our policy is to recruit wherever possible from the communities near our mines and if we are unable to find staff with the appropriate skills from the local community, we seek to recruit host country nationals, followed by regional and African employees, before finally looking internationally. We have a group target for at least 90% of our workforce to be host country nationals.

This strategy helps us build strong relationships with our host communities and secure environments for our mine. It also provides us with a world-class workforce, at a relatively low cost base, and helps enhance the overall skill levels of our host communities and countries.

At the end of 2017 we had a total workforce of 12 422. Of these, 92% were host country nationals. Local talent appears at all levels of the company including managements and executives. Our mines in Mali all have 100% Malian management teams. At both Kibali (DRC) and Tongon (Côte d'Ivoire) the management teams constitute at least 75% nationals. Two members of the Randgold board are also host country nationals.

OUR APPROACH TO RECRUITMENT



OUR WORKFORCE

at 31 December	Group Total	Corporate/ Exploration	Loulo		Goukoto		Morila		Tongon		Kibali	
			Expats	Nats	Expats	Nats	Expats	Nats	Expats	Nats	Expats	Nats
Employees	4 305	302	124	1 801	3	143	0	372	15	644	108	793
Contractors	8 130		31	1 019	31	1 032	3	441	26	1 071	352	4 124
Combined total workforce	12 435	302	155	2 820	34	1 175	3	813	41	1 715	460	4 917

CASE STUDY

HARD WORK AND COMMITMENT LEADS TO OPPORTUNITIES

Tanou Vamara is a 30 year old from the village of Kantinon near our Tongon mine in Côte d'Ivoire. He joined Randgold in September 2010, having been selected to undergo training as a plant operator. Tanou explains, "I was sent to Morila to learn about mining and how to work in the plant and processing, it was my first time on a mine and it was very exciting. Getting a job at Tongon is a glory for me, some of my friends finished school and have no job and nothing to do, but I came straight from school to here." Tanou has proved himself to be a motivated and hardworking employee and has been promoted to processing supervisor. Tanou continues, "I have had lots of training and opportunities to improve my skills, Randgold is like university for me. If you work hard and you want to learn there are lots of opportunities. Some people here started in very low positions but they have progressed so much they could probably manage the whole mine. I was an operator but now I am a supervisor and I manage five others. People management is not always easy, but helping people to learn how to do their job and then seeing them do it well is a joy."



Tanou Vamara, a villager trained by Randgold and now processing supervisor at Tongon mine.

He continues, "Randgold has been good not just for me, but for our community, our region and all Côte d'Ivoire. The way they run their projects, many people can benefit and they can continue. There are more schools and opportunities now, I used to have to travel 5km to go to school. For my son, we can see the school from our house."

Talent retention and training

Ensuring that we have a highly skilled and well-trained workforce is critical to the success of our business and an essential part of our human resources strategy. We use a range of tools to identify and recruit the best candidates from our host countries and communities, including tools such as psychometric and cover tests that match competencies with the right roles.

Randgold has a high retention rate including low staff turnover rates in 2017. To support high retention rates we offer:

- **Generous bonus schemes** - All employees are awarded a range of incentives including bonuses based on elements such as safety performance, production targets being met, and an 'excellency' bonus.
- **Share ownership schemes** - These include share and bonus schemes for senior and junior employees alike. Senior employees can share ownership of the company through a share system based on a three-year vesting policy.

- **Additional benefits** - We offer financial benefits such as a 24-month interest free loan to help workers acquire a motorcycle. This also drives wider business goals such as catalysing entrepreneurship in local communities, enhancing worker satisfaction and reducing dependence on Randgold services such as an employee bus.
- **Professional yet collegial environment** - We have an ethos of one team one mission, and run a number of extracurricular activities to foster company pride, teamwork and friendly rivalry between departments. These include football competitions, awareness raising fun runs, celebrations for Eid al-Adha, Eid al-Fitr, Tabaski Day, Christmas and New Year celebrations.

“In the absence of existing skills we leverage off the large and intelligent local population by investing in their training. It’s a long term approach but it delivers a workforce more than capable of rising to the challenge.”

Rodney Quick, group evaluation general manager

Meaningful investment in training

From fire-fighting to finance, our workforce is provided with a range of training and opportunities to continually update skills.

Our training opportunities include formal and certified programmes which are run onsite and offsite in conjunction with leading universities such as the University of Cape Town and expert training providers. They also include secondments to other Randgold mines to learn best practice from teams there. Bursaries to top ranking universities such as Harvard or the London Business School for further qualifications are also provided.

A great deal of staff training is also delivered via informal and on-the-job training such as skills shadowing and mentoring as part of everyday work. We expect all our staff to work together to increase knowledge and skills and improve performance.

Our performance

A total of 5 247 employees or contractors received a wide range of formal training and skill certifications in 2017. This represents an investment of over \$830 000 in formal workforce training in the year.

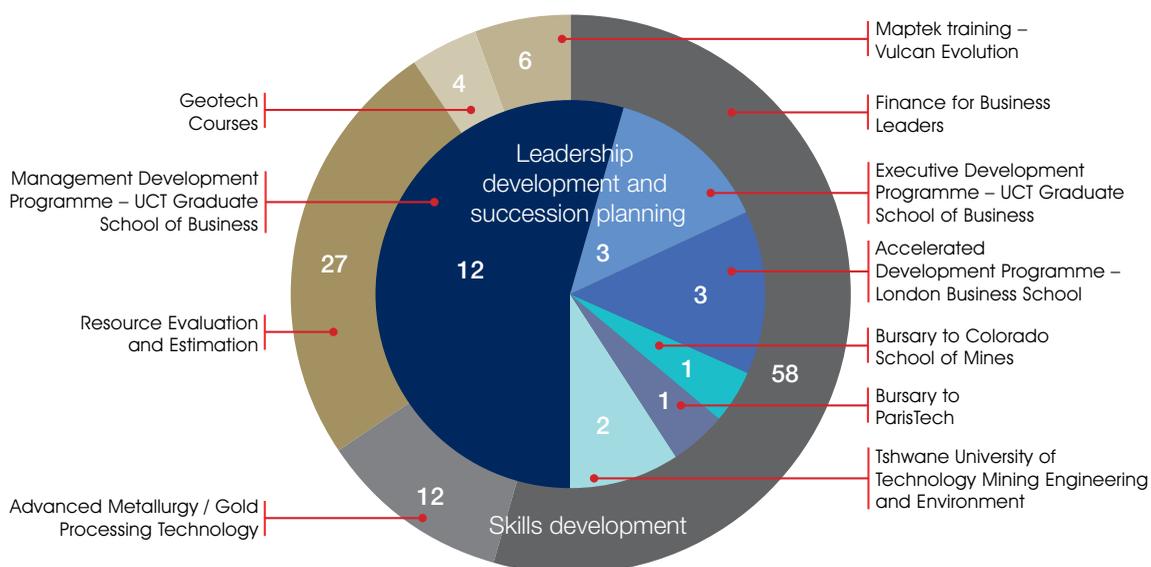
Informal training, including mentoring and shadow training, continued at all sites in 2017. This remains an integral part of Randgold’s corporate culture though not one that is straightforward to quantify for reporting purposes.

On average, employees underwent 18.8 training days during the year, up from 18.2 in 2016.

For example, we arranged National Examination Board in Occupational Safety and Health (NEBOSH) and International General Certificate (ICG) training for more than 20 safety professional in the group during the year. Twelve medical staff were trained in advanced cardiac support and we developed dedicated resources for specialist malaria and HIV/AIDS programme management.

On the executive development side, a significant number of senior staff attended our Finance for non-financial managers course in 2017 (see case study on page 140). We also developed a follow-on course ‘Finance for business managers’ building on the skills learned in the first one. A number of senior group executives and operational managers attended courses at Harvard School of Business, London Business School and the Management Development University, among others.

FORMAL TRAINING DELIVERY IN 2017



CASE STUDY

RANDGOLD'S FINANCE FOR NON-FINANCIAL MANAGERS COURSE

One of our long-standing onsite training courses is 'Finance for Business Leaders'. This is a course we run in partnership with the Graduate Business School of the University of Cape Town every year, for junior to mid-level managers. The course seeks to demystify financial language and introduce attendees to key financial concepts such as financial statements, understanding operating performance and translating time into value of money. The aim is to introduce basic financial and business concepts into everyday thinking at work.

Junior metallurgist Jeanine Epac Ouattay and technical metallurgist Brau Koua Jean Yves Marcel both attended the course in 2015 and 2016.

Jeanine explains, "We learnt a lot of things on the course like understanding cost analysis, total cash costs, impacts of production and how to read profit and loss statements. Although I studied engineering and chemistry at school, I found finance interesting. And I realise while I may not always directly apply the learning, it has affected the way I think and my decision making - particularly when managing our reagents to manage our costs and stay within our budget or forecast. I want to be a plant metallurgist so I need to have a better understanding of business and finance to progress."

Brau adds, "For me the course has given me an understanding of why the directors and management make the decisions they do. It has also made us confident in our own decision making, knowing we can make the best decisions for our department. Working for Randgold you can get a lot of responsibility fast, but you are provided with the opportunities to learn and improve so you can meet those responsibilities with confidence too."



Junior metallurgist Jeanine Epac Ouattay and technical metallurgist Brau Koua Jean Yves Marcel have both attended the finance for non-financial managers course.



Team members who attended a Finance for Business Leaders course which was held at Kibali Gold Mine in the DRC.

Occupational health

Our policies

Occupational health hazards such as chemical and dust inhalation or noise exposure are serious risks in gold mining. If left unchecked, such exposure can lead to serious health impairments for workers, including lung diseases such as chronic bronchitis or silicosis, strain injuries, noise induced hearing loss deafness or even cancers.

Our goal is to create workplaces free of occupational illness. One of the most challenging aspects of managing occupational health risks, is disease latency ie diseases that build up over time due to repeated exposure to risk, and where there can be a long time period between exposure and disease occurrence. However, we are focused on the prevention and reduction of occupational exposures at all sites.

Our control methods include:

- Site and job specific risk assessments, including similar exposure mapping.
- Engineering controls and technological developments such as dust collection systems and ventilation systems to reduce onsite particulate matter.
- Provision of task specific PPE, such as ear defenders, safety glasses, dust masks and breathing apparatus, to reduce or prevent exposure.
- Regular medical checks for all workers, including blood testing for heavy metals, hearing tests and respiratory monitoring for indications of silicosis and tuberculosis. Employees who are regularly exposed to hazardous chemicals also receive regular biological and radiation testing.

Our performance

All scheduled routine checks for occupational health hazards were completed during the year. There were no new cases of occupational health conditions in the group in 2017.

There were two new cases of tuberculosis with remedial measures undertaken including immediate isolation and treatment and medical surveillance of co-workers.

Our aim is to continually improve our co-workers occupational disease prevention efforts and as far as possible reduce occupational exposures to hazards that may cause disease. Improvements in 2017 include:

- Improved occupational hygiene monitoring and management practices.
- Improved health database systems to better support regular reporting and analysis of health data.
- Training for all health and safety managers and deputies to improve awareness and knowledge of occupational health issues.

We have also continued the programme introduced in 2016 for voluntary Hepatitis B testing, inoculation and treatment at our operations. In 2017, we carried out 2 144 tests at our Malian and Congolese operations, with an 11.85% positivity rate. All sufferers were offered access to treatment. During 2018, we plan to expand the Hepatitis B programme to our Tongon mine in Côte d'Ivoire.



CASE STUDY

REACHING IN TO IMPROVE EMPLOYEE COMMUNICATION

During 2016 we launched our In-Reach employee engagement programme. The In-Reach programme aims to ensure an effective two-way communication between management and staff, improving the flow of information and ensuring staff views are adequately represented.

During 2017, we ramped-up the programme and launched initiatives such as regular mass meetings, use of social media, local radio broadcasts, posters and noticeboards throughout site and villages, and created 'town criers' for each village to ensure all important information is effectively distributed throughout the company.

The ultimate aim of In-Reach is to ensure our distinctive DNA and ethos of One Team, One Mission is shared throughout every level of our workforce from labourers to lawyers, drivers to directors.

Other initiatives introduced as part of In-Reach include the establishment of employee of the quarter and year awards at each mine and community-building exercises and celebrations such as the In-Reach Christmas celebration at Tongon.



Randgold continues to roll out its In-Reach programme introduced last year with the aim of enhancing relationships with all group employees, contractors and the host communities within which it operates. Here, standing alongside a recently installed community banner at Kibali, are Willy Mekombo, community superintendent at the mine, and Sally le Roux, internal communications manager.

Industrial relations

Our policies

Randgold is fully supportive of freedom of association to join a union which is a right enshrined in law in all our countries of operation. We do not place any restrictions on which union representation employees should choose and all forms of labour representation among our workforce are welcomed. We regard workers and their union representatives as key partners in our business. Unions are consulted on business decision making processes including cost reviews, attend the relevant mine's quarterly board meetings and are invited to comment on management presentations. Union representatives also have regular contact with our CEO and the general managers of each mine.

One of the key ways we manage our industrial relations is via a Mine Level Agreement (MLA). MLAs establish mutually agreed rules for issues such as salary increments and acceptable behaviour during times of disputes. They are negotiated and agreed upon by the relevant unions and the management teams of each mine. MLAs are reviewed and updated every three years.

Another important tool in the management of our industrial relations is the mass public meetings the CEO holds twice a year at each site. All workers are invited to attend these public forums which provide an important opportunity for staff members to raise issues or ask any questions they feel important directly with the CEO.

Our performance

Union membership remained steady in 2017, and we estimate approximately 85% of our employees are union members. The remaining 15% are senior employees who benefit from our long term incentive programme for management and therefore are classified as members of management and owners.

From an industrial relations point of view, 2017 was a challenging year with 10 instances of strike action occurring. Most of the incidents took place in Mali and were sympathy strikes that were part of national actions rather than Randgold specific incidents. Approximately 35% of our workforce participated in these strikes and 41 days were impacted. However, unlike some of our peers in Mali, our mines did not stand still during the strikes and we did not lose any full days to strikes in 2017.

CASE STUDY

SKILLS DEVELOPMENT AND ALTERNATIVE LIVELIHOOD DEVELOPMENT AT KIBALI

Since Kibali opened its gates, the local region has experienced an influx of people and the population has boomed. A large percentage of the local population are young people looking for work, who prior to the advent of the mine were likely to have gone into artisanal mining.

In a bid to reduce the unemployment rate in Kibali's nearest town of Durba, without creating further dependence on the mine, and to direct young people away from artisanal mining, the Kibali team has developed a training programme to provide local young people with a range of practical skills such as carpentry, masonry and welding.

Training took place over two months in 2017 and was attended by an initial group of 121 young people. The training was broken into two sections. The first part was classroom-based with some practical hands on sessions, during the first month of the training. The second part of the training was an internship under the guidance of local contractors to further develop skills and gain workplace experience. Prior to internships all pupils received safety training and were issued with their own PPE by the Kibali safety, health and environment team.

Our objective is to provide training and work experience and thereby increase the employment options for local young people - either with the contractors they interned with, or by encouraging them to establish their own businesses.

Artisanal mining

Our policies

Artisanal and small scale mining (ASM) is a complex and widespread challenge facing the entire gold mining industry. It is estimated that ASM provides livelihoods for as many as 100 million people worldwide. However, it is unregulated and associated with negative health, safety, human rights and environmental impacts for local communities, including child labour and water and land contamination from dangerous reagents such as cyanide and mercury in local rivers and ground water.

Illegal ASM was present on three of our mine complexes in 2017: the Loulo- Goukoto complex in Mali, the Tongon mine in Côte d'Ivoire and our Kibali mine in the DRC.

As recommended by both IFC guidelines and International Council on Mining and Metals guidance, Randgold's approach to illegal ASM within our permits and host communities is one of no conflicts and no invasions. Instead, we seek to work in partnership with host communities, NGOs and host governments to develop mutually beneficial long term strategies to reduce or eliminate ASM. A key tenet of our approach is to offer alternative livelihoods to ASM participants either on our mines or in new economic activities such as agriculture.

Our performance

We continue to have significant ASM communities at both our Loulo-Goukoto complex and our Kibali mine. The ASM presence at Tongon is small and dispersing, but there are significant ASM communities in the surrounding areas.

At Kibali the ASM corridor - an identified area of land where the ASM community is allowed to operate adjacent to our permit - established in 2016 with the help of the Congolese government and NGO PAX, continued to work effectively and we are working with local youth associations to maintain good relations. However, while this approach is working well with the ASM community in Watsa where the corridor is situated, tensions increased with an alternative ASM community located in Faradje in 2017. At one point during the year, artisanal miners from Faradje blocked a road and clashed with the police. We are continuing to work with all partners including the provincial government and GIZ to consider the best solutions for the Faradje ASM community.

At Loulo-Goukoto in 2017, we identified some land within our permit for the creation of ASM corridors that might house the significant ASM community adjacent to the Goukoto haul road. We are currently awaiting further assistance from the Malian government so it can be transferred to the ASM community.

Our group community and environmental officer, Hilaire Diarra, regularly engages the Malian government on the issue of ASM and is chairman of the Mali mining industry committee on artisanal mining which brings together representatives from other Mali based mining companies to share experiences and to implement the Malian government's action plan to combat illegal mining.

Gender equality

Randgold is an equal opportunity employer and our Code of Conduct prohibits any form of discrimination and harassment. However attracting women to mining in our countries of operation tends to be difficult as gender norms, cultural traditions and in-country legislation can deter or limit women's ability to work in the extractives sector.

We work onsite and within our host communities and countries to promote gender equality and the importance of greater female participation in mining and the wider workforce. These efforts include:

- Lobbying the Malian government to change Mali labour laws in regard to issues of discrimination for women.
- Work to ensure women-focused labour restrictions do not impact their employment. For example, Malian labour law prohibits women working night shifts, therefore we create rosters and rotations that do not schedule women for night shift duty.
- Developed women's leadership programmes at Tongon and Kibali, with plans to extend these to our Malian operations.
- Support for the establishment of staff women's associations on each site and as part of our In-Reach programme to ensure women have a dedicated voice on site.
- We regularly meet with local chiefs to sensitise them to issues of gender equality and inform them of training opportunities available to women, both on site and in the community.
- Dedicated bursaries for top performing local women at Kibali.
- Celebrated International Women's Day on site.

In 2017, Randgold employed a total of 143 women. Of these, three are at executive level, with the remainder at senior management, supervisory or lower levels. At board level, three of our eight board members are women. We also ensure our women staff members have wage equality with men in similar roles. Our contractors also employ a total of 308 women – which is about 4% of the contractor workforce.

To ensure women benefit equally from our presence in their communities, we provide extra support for activities designed to create additional income or employment opportunities within the community. The initiatives range from women's market gardens in some villages to skills training for women's associations. The best example of this is a soapmaking training course, which led to the establishment of a soap manufacturing project near the Loulo-Goukoto complex in Mali. The project provides a steady income for a cooperative of 40 local women who now provide soap to the mine.

It was also encouraging that several female employees were among the winners of our new on-site 'employee of the quarter' and 'employee of the year' awards this year. For example, Ms Makamba Coulibalya, a creditor accountant at our Tongon mine, and Ms Sylvie Tshidibi from the metallurgical plant at Kibali, both won employee of the quarter and employee of the year awards for their respective mines. At Kibali, two of the four employee of the quarter awards went to women. We hope this inspires other women in our host communities and countries to consider working with us. We will continue to concentrate on women focused initiatives and have declared 2018 to be the year of the woman at Randgold.



2017 GOLDEN EMPLOYEES

EMPLOYEES OF THE YEAR



LOULO: *Moussa Coulibaly, Gara underground mine planner.*
He continuously seeks ways to improve production. A team player and motivator who drew up an achievable plan which significantly contributed to Gara's good performance in 2017.



GOUNKOTO: *Boubacar Kléna Diarra, safety officer.*
A committed leader, he always meets deadlines and achieves targets. Significant contributor to Goukoto's OHS 18001 recertification.



MORILA: *Issa Coulibaly, admin driver.*
Selected in recognition of his professionalism, solicitude and very positive attitude. He also gives practical 'advanced defensive driving' classes to the junior drivers.



TONGON: *Makamba Coulibaly, creditor accountant.*
An analytical approach together with a strong commitment to achieving her professional objectives makes Makamba an exceptional value creator.



KIBALI: *Sylvie Tshidibi, responsible for all sampling in the plant.*
Her attention to detail and accuracy ensure reliable data for Met accounting, allowing the metallurgists to focus on managing plant performance.