

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.