

## Prioritising local recruitment

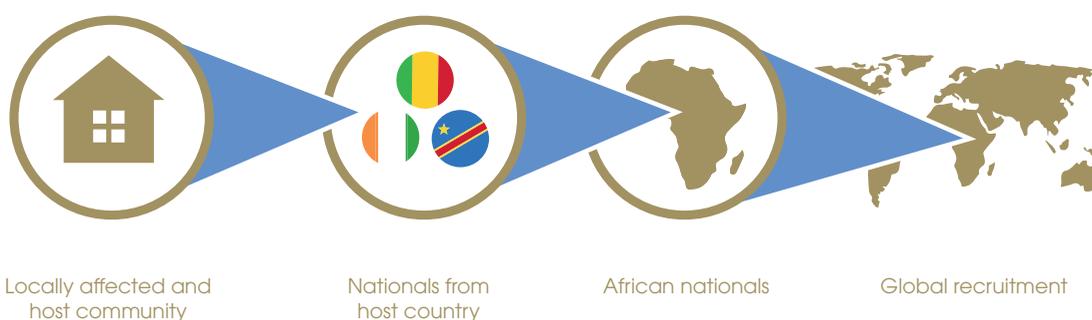
One of the most important pillars of our human capital strategy is the priority we attach to recruiting talented and motivated local and host country nationals. As shown in the *local employment prioritisation* illustration, our policy is to recruit wherever possible from the communities near our mines 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."