

FIGURE 10: OCCUPATIONAL DISEASE FREQUENCY RATE PER MILLION HOURS WORKED

2016	2015	2014
0.077	0.078	0

A large focus of occupational health work in 2016 was the Loulo underground mine. Monitoring for diesel particulate matter (DPM) revealed high levels and this led the mine's health team to launch a full review of occupational health management plans, which identified a lack of qualitative and quantitative health risk assessment methodologies in the health exposure assessment process.

To close the gap we worked with SGS laboratories in Ghana and Spain throughout 2016 to undertake occupational hygiene surveys that monitored and analysed the work environment at Loulo, determining the extent of worker exposure to contaminants. This information was processed to identify areas where controls to minimise exposure are lacking or inadequate. The same assessments were conducted at Goukoto and Kibali, and the full results will be applied in 2017.

RECRUITING AND RETAINING THE BEST TALENT FROM OUR HOST COUNTRIES

Our policies

One of the most important bonds in our partnership with host countries and communities is the high level of national residents we employ. We have a group target for at least 80% of our workforce to come from host countries, and we support the development of talent that can lock in the world-class skills needed for sustainable development goals to succeed in Africa.

It is a strategy that helps create an effective and loyal workforce at a relatively low cost base, cements strong community relations and fosters a secure environment for our mines.

To recruit the best candidates from our host countries and communities we use tools such as psychometric tests that match competencies with the right roles. And to support high retention rates we provide shared ownership schemes, support and respect local cultures and drive a formal and informal training programme to nurture careers and employee excellence.

INTRODUCING HEPATITIS B SCREENING

Hepatitis B is a potentially life-threatening liver disease and is recognised in the SDGs as a major global health problem. It is estimated that 240 million people around the world are infected and nearly 700 000 deaths a year are linked to the disease. Sub-Saharan Africa suffers some of the highest Hepatitis B prevalence rates in the world, for example in Mali the prevalence rate is estimated to be 14.5%.

People suffering from Hepatitis B often experience flu like symptoms such as fever, tiredness, vomiting and diarrhoea, which can either prevent them from working or have negative impacts on concentration and effectiveness. However the disease can be inoculated against and the infection can be managed with drugs – it won't cure it but will slow its progress and improve the quality of life and reduce rates of liver cancer for sufferers.

WORKFORCE HEPATITIS B INCIDENCE 2016

	Tests	Positive cases	Prevalence	Inoculations	Referred for treatment
Morila	731	108	14.8%	573	101
Loulo	1 490	217	14.6%	1 257	35
Goukoto	936	72	7.7%	522	27
TOTAL	3 157	397	12.6%	2 352	163

Eager to protect our workforce from the disease, we introduced voluntary Hepatitis B testing across our Malian mines in 2016. Those that tested negative were offered inoculation against the disease, those who tested positive offered access to drugs and treatment. In total we tested 3 157 workers and found a prevalence rate of 12.5%. Subsequently, 98.7% of those who tested negative have been inoculated and 163 people have been referred for treatment.

We plan to introduce Hepatitis B testing at Kibali and Tongon in 2017.

We also have a deep commitment to constant communication with our workforce including twice yearly mass meetings with the CEO, information sharing and input via union representatives.

Our performance

The Randgold workforce is an essential partner in the business. We have high retention rates with a voluntary staff turnover of less than 2% in 2016, and we take pride in the number of employees who feel that Randgold is 'my company'. Randgold also supports several initiatives to foster a culture of shared ownership and shared responsibility.

These include share and bonus schemes for both senior and ordinary employees. Senior employees share ownership of the company through a share system based on a three-year vesting policy. Ordinary employees are awarded a range of incentives such as an efficiency bonus - based in part on safety performance, production and excellency bonuses.

We also finance benefits such as a 24-month interest free loan to help workers acquire a motorcycle. This also drives wider business goals such as catalysing entrepreneurialism in local communities, enhancing worker satisfaction and reducing dependence on Randgold's services such as an employee bus.

A key milestone achieved in 2016 was the launch of our In Reach programme to improve the flow of information to employees and create ambassadors within the business. It aims to further increase both shared ownership and workforce communications. The owner mining initiative highlighted in last year's sustainability report continued its progress at Loulo's underground mine in 2016.

Extra curricular activities across the group included celebration of the Ramadan feast and Tabaski day in Mali and Côte d'Ivoire, while the annual Morila River Run saw 25 teams of employees, community members, contractors and a Morila women's team compete.

TRAINING AND SUCCESSION PLANNING

Our policies

Excellent training is key to our sustainability. We manage a variety of formal and informal training programmes designed to deliver the skills required to run a world-class gold mining business.

Informal training is constant in the Randgold culture and includes skills shadowing, mentoring and on the job training. Formal training includes partnership arrangements with top ranking global universities such as Harvard School of Business, London Business School and the Graduate School of Business in Cape Town, as well as executive development certifications such as our 'finance for non-financial managers' course.

Prioritisation of skills development is based on our succession planning – including a board-approved matrix that develops workforce skills to plug emerging gaps. We constantly monitor and re-assess both employees and our own training programmes, and support the cross-pollination of opportunities across the group operations.

We also run a stagiaire industry placement programme for students from host country colleges.

Our performance

There was a sevenfold increase in the number of employees receiving formal training in 2016 with 2 218 employees receiving training (approximately 19% of our workforce), compared to 302 people in 2015. We invested over \$870 000 in these programmes.

Senior and ordinary employees benefited from a wide range of training and skill certifications in 2016, including:

- **Safety-related courses** - such as advanced incident investigation and underground vehicle simulators.
- **Management systems** - such as ISO 14001, ISO 45001 and OHSAS 18001.
- **Core business skills** - such as finance for non-financial managers, supply chain, rock mechanics, welding, drilling and blasting.
- **Sustainability related skills** - such as pump installation and maintenance, waste management and local artisan training.

On the executive development side, over 60 senior staff attended our finance for non-financial managers course in 2016 and a number of senior group executives and operational managers attended courses at Harvard School of Business and the Graduate School of Business in Cape Town, among other placements.

FIGURE 11: INDIVIDUAL MINE RETENTION RATES

	Voluntary turnover			Total turnover		
	2016	2015	2014	2016	2015	2014
Loulo-Goukoto	2.0%	1.0%	2.0%	4.0%	2.0%	6.0%
Morila	1.0%	0.2%	1.0%	2.0%	15.0%	3.0%
Kibali	2.0%	2.2%	3.0%	3.9%	4.7%	8.6%
Tongon	1.3%	2.6%	2.4%	1.9%	2.8%	6.6%