

Whether they are labourers or lawyers, metallurgists or management, our human capital is the bedrock of our business. Our human resource policy is based on attracting and retaining the best talent from our host countries and providing the constant training required to deliver a world-class gold mining business.

Our commitment to have at least 80% of the workforce constituted from host country nationals is central to our business plan and our sustainability. It helps us to maintain our social license to operate, minimise security risks and reduce our reliance on expensive international contractors, which in turn lowers our overall labour cost base. As shown in Figure 6 our policy is to recruit wherever possible from the villages and communities near our mines. If we are unable to find staff with the appropriate skills from the local community, we then look to recruit host country nationals, followed by regional and Africa-based employees, before finally looking to expats.

At the end of 2016 we had a total workforce of 11 659 workers, of which 93% were host country nationals, a 1% increase from 2015. This policy is not limited to labourers but extends all the way to management level. For example our Malian operations have 100% Malian management teams.

SAFETY FIRST

All parts of a gold mine's operations carry health and safety risks. Protecting our workers from these hazards is Randgold's number one priority.

FIGURE 6: LOCAL PRIORITISATION POLICY



FIGURE 5: OUR WORKFORCE

at 31 December 2016	Group	Loulo		Goukoto		Morila		Tongon		Kibali	
		Expats	Nats	Expats	Nats	Expats	Nats	Expats	Nats	Expats	Nats
Employees	3 659	151	1 596	4	127	0	372	15	625	105	664
Contractors	8 000	37	1 131	25	1 028	4	400	29	1 067	409	3 870
COMBINED TOTAL WORKFORCE	11 659	188	2 727	29	1 155	4	772	44	1 692	514	4 534

FIGURE 7: RISK MITIGATION HIERARCHY APPLIED TO SAFETY



Our policies

The aim of our safety policy is to ensure a safe and healthy workforce. This begins with the delivery of a safe working environment, free of fatalities and lost time injuries. We have a target to reduce the LTIFR and the Total Injury Frequency Rate (TIFR) by 10% year on year. To help us achieve these goals we follow a three-pronged approach.

First, we ensure all our operational mines have robust safety systems in place. These are guided by and certified to the OHSAS 18001 or ISO 45001 international best practice safety standards and as demonstrated in Figure 7, are based on a risk mitigation hierarchy. This sees us eliminate, mitigate then manage our safety risks. This applies to all parts of the mine and all possible safety incidents from falls to fire, contaminant exposure to explosives.

The second prong to our safety approach is training and risk awareness-raising. To ensure our workforce fully understand the risks and safety procedures unique to their jobs, each department runs a toolbox safety briefing at the start of each shift, providing a daily reminder of safety procedures or a focus on a particular topic. Departments also manage pre-shift equipment inspections and use of personal protective equipment. Each department has its own specialised training modules and we also run site and groupwide programmes.

The final prong of our approach is supporting a holistic safety culture that encourages every person to take responsibility for the safety of themselves and those around them. We do this through compulsory safety induction programmes for all workers, contractors and visitors and by encouraging employees to challenge people if they think the correct safety equipment or procedures aren't being used. We also conduct random audits to check our workers understanding of correct safety procedures and condition of personal protective equipment (PPE).

When an incident occurs, the relevant safety, health and environment (SHE) teams assess the incident and ensure that appropriate corrective actions are taken. We take care to ensure signage includes local languages and is explained to illiterate workers. All mines have an emergency preparedness and response plan and undertake evacuation drills and equipment testing throughout the year. Following drills, any sub-standard employees' reaction is addressed through training and awareness work. Our underground projects both have specially trained mine rescue teams on site with specialist equipment.

We have a zero tolerance policy for drug and alcohol use and unsafe behaviour on site, and conduct random breath testing across all sites. Any failure results in disciplinary action.

Our performance

After a disappointing rise in the LTIFR during 2015, we intensified our focus on safety throughout 2016, and we are pleased to report a 22% drop in LTIFR to 0.46 per million hours worked.

This represents our lowest LTIFR in 21 years of operation, and was bolstered by a group wide LTI free quarter three. We also recorded a 17% drop in our Total Injury Frequency Rate (TIFR) and, most importantly, we recorded a fatality-free year. However, one disappointment was that Morila and Goukoto did not repeat their 2015 achievement of an LTI-free year.

FIGURE 8: GROUP-LEVEL SAFETY PERFORMANCE

	2016	2015	2014
Total labour ¹	11 567	11 348	12 341
Person hours	25 999 634	25 518 122	27 583 588
LTIs ²	12	15	13
LTIFR ³	0.46	0.59	0.47
Fatalities	0	1	1
TIFR ⁴	5.73	6.90	9.26
Near misses	332	211	189

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

We attribute the improvements in safety performance in part to the additional training and awareness raising campaigns provided in 2016. For example at Tongon we ran awareness campaigns on safe scaffolding, motorbike safety and risk assessment, and at Kibali we ran training on first aid, supervisor awareness, defensive driving, basic life support and refresher training for our mine rescue teams. At group level, 146 senior management staff attended the 'Managing Safely' training course run by the British Institute of Occupational Safety and Health (IOSH). See case study below.

SAFETY TRAINING FOR SENIOR MANAGEMENT

CASE STUDY

In 2015, Randgold experienced its first rise in LTIFR in five years. Eager to halt and reverse the trend, we implemented a number of measures to improve our safety performance in 2016.

Safety starts at the top, therefore we decided to send 146 management staff including all heads of department and their deputies on the 'Managing Safely' training course, to ensure they had the knowledge and skills necessary to assess and manage the various health and safety challenges in their departments.

Run by the Institute of Occupational Health and Safety (IOSH), 'Managing Safely' is an internationally recognised and certified training course aimed at management staff, to help them better:

- understand their responsibilities;
- identify hazards;
- assess and control risks faced; and
- investigate all incidents.

Armed with this information we believe our managers are better equipped to embed a health and safety culture within their own teams and the wider organisation. We believe the 58% increase in near miss reports in 2016 is an indication of improved awareness of safety risks.

We plan to run a similar course for team supervisors in 2017.

FIGURE 9: INDIVIDUAL MINE LEVEL SAFETY PERFORMANCE

	Loulo		Goukoto		Morila		Tongon		Kibali	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
Person hours	5 946 781	5 769 169	2 202 626	2 117 943	1 771 877	2 138 655	4 779 075	4 849 840	11 299 275	10 642 515
LTIS	4	5	1	0	1	0	1	4	5	6
TIS ¹	45	42	16	26	7	9	44	34	35	65
LTIFR	0.67	0.87	0.45	0	0.56	0	0.21	0.82	0.44	0.56
TIFR	7.57	7.28	7.26	12.28	4.51	3.93	9.21	7.0	3.19	6.11
Fatalities	0	0	0	0	0	0	0	1	0	0
Near misses	40	52	30	45	4	4	60	41	198	69

¹ Total injuries

HELMETS ON: CREATING A SAFETY CULTURE BEYOND THE MINE GATE

Our commitment to a safety culture does not end at the mine gates.

In the remote parts of Africa where we work, safety standards – both industrial and social – tend to be underdeveloped or unenforced and we strive to encourage our host communities, suppliers and other local stakeholders to put better health and safety protection in place wherever possible.

For example, to improve road safety in local communities we run speed awareness campaigns in the community and provide defensive driving courses to employees. As part of our motorbike loan scheme (an employee benefit that offers an interest free loan to assist with the purchase of a motorbike) we ensure a free helmet is provided with each loan.

As detailed in the 'Developing sustainable local supply chains' section of this report, we also require local contractors and suppliers to meet our safety standards and provide training where applicable.

This attempt to raise awareness extends to health too, so this year for example we have encouraged employees to view mosquito nets at home as part of their use of personal protective equipment – helping to drive down malaria incidence.



OCCUPATIONAL HEALTH

Our policies

Many parts of the gold mining process expose our employees to occupational health hazards such as dust inhalation or noise exposure. If left unchecked, these issues can develop into serious health problems for our workers. For example, without proper controls in place long term exposure to high levels of silica or diesel particulate matter can lead to respiratory illnesses like occupational asthma, pneumoconiosis, silicosis and chronic obstructive pulmonary disease – though symptoms may not appear for years.

To prevent and manage these risks we take a number of steps, including regular site risk assessments, engineering controls such as dust collection systems and ventilation systems and use of PPE. We regularly monitor occupational hygiene levels to ensure adequate control measures are in place, and adjust them where necessary. These efforts are complemented with regular medical checks for all employees, including prior to employment and at exit.

Our annual medical checks monitor for musculoskeletal disorders, loss of hearing, respiratory and breathing issues such as silicosis and tuberculosis. Staff who are potentially exposed to chemicals and heavy metals also receive biological and radiation testing.

Our performance

Our clinics successfully completed occupation-based specific checks on all prospective workers, and access to our mines is conditional upon the possession of a valid fitness certificate. We also continued to raise awareness of the danger of fatigue as a cause of accidents.

There were two new cases of occupational health conditions across the group in 2016, both were musculoskeletal disorders and are undergoing treatment. There were also two new cases of tuberculosis with remedial measures undertaken including immediate isolation and treatment and medical surveillance of co-workers. We also began screening for Hepatitis B as detailed in the case study on the following page.