



OUR ECONOMIC CONTRIBUTION

Our economic contribution is measured by the economic value that we generate for others, including factors such as local employment opportunities, local procurement, taxes and royalties paid to local governments, and direct investments in communities. One of our fundamental principles is that our operations in countries and communities around the globe should drive and foster sustainable local economic development. Our business results create value not just for us, but also for those around us. By turning to local people for labour and local suppliers for our needs, whenever possible, we can help these regions flourish economically and socially.

We are committed to maximizing local and national economic benefits from our contracting and purchasing. We have found that giving preference, wherever possible, to employing local workers and procuring from local businesses not only creates goodwill for us in the country and community, but it also greatly enriches our corporate culture and the outcomes of our work.

In sourcing the goods and services necessary to run our operations, we give preference to local businesses, wherever possible, provided they meet minimum safety, quality, ethical and cost requirements. In the realm of local employment, we are proud to report that across all of our operations, 95% of our employees are from local communities, including 61% of management staff¹. We maintain this high local employment rate with minimal use of expats by targeting recruitment efforts at local or national levels, giving preference to neighbouring communities particularly. When the skills we need are not available in the local workforce, we work to provide training opportunities, internships, and understudy programs in order to bridge the gap and enrich local skilled labour.

Our local employment objectives address the demographics and empowerment initiatives of the respective national settings, while embedding our inclusive culture to attract talent from around the world. We are proud of the richness in diversity of our workforce – our people value working in a multi-cultural setting and the work experience it provides.



Namibia – Ensuring Equal Access to Success

In Namibia, we preferentially employ workers from previously-disadvantaged groups as identified by the local government. We support the redress of employment imbalance stemming from historic discriminatory socio-economic dispensation in the country.

By implementing employment equity principles and affirmative action measures, our workforce is comprised of 95% of Namibians from previously-disadvantaged groups. Only 1.3% of the total workforce at our Otjikoto operation is non-Namibian, and all non-Namibian employees have Namibian understudies. At the middle and senior management level, Namibians from previously-disadvantaged groups hold 56% of all positions, and we are working actively to increase that number. In the past year, 100% of recruitment and 96% of promotions were from previously-disadvantaged groups.



Mali – The Fekola Fleet and Feast

Since 2015, our Fekola Mine has had a contract in place with a local supplier to provide transportation services for all employees commuting to the mine. The service started with just two buses and has grown over time with support from our Supply Chain and Health and Safety departments to ensure drivers were sufficiently qualified and trained to provide safe transportation. There are regular meetings with the drivers and inspections of the buses, and we provide ongoing financial support so that the contractor can gradually update the fleet during the course of the contract.

Our Fekola Mine also purchases a great deal of locally-sourced produce and other food products for on-site meal services. We have expanded our local food suppliers to include eight cooperatives and 14 small businesses from the surrounding villages. Many of these cooperatives and businesses were developed and formalized with the support of the AFECK program, which we also sponsor.

Our business strategy relies heavily on a dedication to responsible mining and incorporating sustainable economic development principles. Our approach to sustainability is one of working within local social and economic contexts in a way that delivers positive outcomes for our business and our stakeholders now and in the future.

1. All statistics are based upon reporting included in our 2019 Responsible Mining Report