



## OUR PEOPLE: DIVERSITY AND EQUAL OPPORTUNITY

We place great value in diversity within our workforce and strive to eliminate employment barriers that interfere with establishing equal opportunities. We are proactively implementing policies and community programs to ensure that employment and training opportunities are made available to people from traditionally disadvantaged groups of all kinds. We are dedicated to the equitable treatment of all persons, irrespective of gender, race, ethnicity, nationality, religion, disability and sexual orientation.

In 2019, we launched a Gender Diversity initiative which included a company-wide employee consultation project that formed the baseline of a three-year Gender Diversity Strategy. We are focused on increasing the number of women at all of our operations and across all levels of employment and ensuring equitable treatment and pay. We commissioned surveys on diversity at our mines to understand potential barriers, identify gaps in policy and determine strategies and action plans to achieve an increase in female representation and other diversity objectives.



### Mali – Women Leading the Way

Malian society is one where it is often challenging for women to develop beyond traditional gender roles. But, at our Fekola Mine, a growing sisterhood of Malians are paving the way for other women to follow their career dreams. It is a tough working environment, and these are tough women.

Coumba Dieng, the first female CAT 777 truck operator at Fekola, has become a minor celebrity at the site. In addition to driving her 777, she acts as safety representative and spokesperson for her shift.

“Since I was little, I wanted to work at a mine,” Coumba says. “After studying law, I came back to Kéniéba and applied for this job; I did not hesitate for a single moment. The managers at the Mine trusted me, and I am very grateful.”

And then there is Kadiatou Traoré, a light vehicle mechanic and assistant planner at our Fekola Mine’s Heavy Mining Equipment department. She is a mother of two, who always dreamed of becoming an auto mechanic. She accrued experience wherever she could within the Malian gold belt, before securing a job at our Fekola Mine.

“Different people have viewed my choice in different ways,” she says. “Some encouraged me, while others felt that this was a man’s job. My advice to my sisters is that the most important thing in life is to choose what you sincerely love to do.”

For large companies like us, providing the space and opportunities for the development of women’s careers is only one aspect of our pursuit for gender diversity in the workplace. We are learning from the will and commitment of these Malian women on how best to create new inroads to the male-dominated industry for women around the world.



### The Philippines – Recognizing Informal Education

In the economically disadvantaged province of Masbate, where our Masbate Mine is located in the Philippines, many residents face significant barriers to the pursuit of higher education. This is especially true of women and others in traditionally disadvantaged groups.

While we are working to improve this situation for future generations through investment in schools and the creation of local scholarships, we have also sought to find ways to bring today’s generations of adults into the fold so that we may meet our own high standards for providing local employment opportunities.

In recognition of the fact that people are lifelong learners and that our knowledge and skills are not only measured by degrees and certificates, we launched an educational assessment scheme to identify knowledge, skill and prior learning attained by individuals through informal educational experiences. The scheme recognizes learning experiences by utilizing an equivalency competence standard which employs written tests and combined assessment methodologies. The candidate’s knowledge, skills and aptitudes are determined and, where possible, we arrange for equivalent credits and appropriate certificates to be awarded by higher education institutions.

We recognize that it will take a long-term commitment to reach our diversity objectives. Despite any challenges, however, we are committed to our journey towards inclusivity, diversity and a healthy workplace culture.