ANGLOGOLD ASHANTI LIMITED

("AngloGold Ashanti" or "the Company")

GLOBAL DIVERSITY AND INCLUSION FRAMEWROK

Approved by the Sustainability, Ethics and Social Sub-Committee of the Board on 19 November 2019

A framework designed, to align group objectives to foster the empowerment of all staff, irrespective of Race, Gender, Ethnicity, Religion and Sexual orientation. The framework will act as a guide in the application of the diversity and inclusion principles, across the AngloGold Ashanti operations, and to ensure consistent implementation of initiatives and programmes.

1.   GOVERNANCE STRUCTURES

Diversity and Inclusion is a line management accountability and as an organisation we need to entrench diversity and inclusion into the way we conduct business globally, in line with AngloGold Ashanti's (AGA) value of – we treat each other with dignity and respect.

This will be through a well-defined communication and change management strategy to bring about a shift in behaviour in a meaningful and purposeful manner. Governance structures will be put in place to support all diversity and inclusion objectives.

2.   POLICY FRAMEWORK

- Regional and business unit policies on diversity and inclusion will be aligned to the group objectives and the local legislative requirements;

- Current HR policies, procedures and practices are to be audited and critically assessed to foster diversity sensitivity, fair and non-discriminatory practices;

- HR policies and procedures will be amended and/or adopted to fast track the transformation of the organisation towards achieving global diversity;

- HR policies and practices will be developed, implemented and refined to support diversity, e.g. recruitment, performance management, retention, and

- Specific and targeted interventions or programmes will be developed and implemented that aim to improve the status of all employees.

3.   PREVENTION OF DISCRIMINATION

In line with company values and our commitment to Human Rights, NO discrimination will be tolerated.

- Ensure that the correct policies are in place to prevent discrimination and any form of harassment;

- Create awareness that harassment, discrimination and/or abuse of any nature is prohibited;

- Create an environment that is non-discrimination, focusing on the access to opportunities, resources and information;

- Recognise the single parent's greater role in family responsibilities and ensure that this is not used as an excuse to restrict their career opportunities;

- Ensure that performance evaluation does not penalise single parent's trying to balance their family and professional responsibilities, and

- Training for recruiters and operational managers on the importance of diversity, and in identifying prejudices that might affect their decisions.

4. REMUNERATION

There must be equal pay for work of equal value.

- Conduct a gap analysis to ensure that there are no unfair income differentials;

- Performance management and appraisal must be equitable to all staff irrespective of Race, Gender, Ethnicity, Religion and Sexual orientation;

- Performance evaluation should not penalise single parents for trying to balance their family and professional responsibilities;

- Job evaluation processes and methodologies must be fair and equitable. Subjective criteria and considerations must be eliminated, and

- Recognise and reward skills that an employee gains through work, life, and informal training.

5. RECRUITMENT AND SELECTION

Ensuring the selection and appointment of a diverse talent requires HR policies to be balanced and free of bias.

- *Attract*

  - Graduate recruitment
  - Internship programmes
  - Bursary schemes
  - Recruitment agents

- *Engage and Develop*

  - Mentorship programmes
  - Positive role models
  - Diversity focus groups

- *Retain*

  - Policy development
  - Mine site care facilities
  - Pay parity

The policies need to be reviewed carefully and if needed altered periodically, to ensure that workforce diversity is easily achievable through a broad recruitment effort. However, diversity in the workplace as a concept is something that organisations have only recently started considering, and HR still has a long way to go in establishing overarching corporate guidelines to ensure diversity in office.

6. **TRAINING AND DEVELOPMENT**

Coaching, mentoring and networking can be useful support programmes.

- Ensure that opportunities for development and empowerment are created and awarded to all staff;

- Increase training expenditure for all staff across all organisational levels where they are under-represented;

- Train all staff for jobs that have traditionally excluded that segment of the population, e.g. technical fields;

- Increase expenditure on basic literacy training;

- Where staff have not had the same access to formal training, there is a need to look at other skills that a diverse workforce brings to the workplace;

- Ensure that training times, facilities, and opportunities are appropriate;

- Formal sponsorship programmes to ensure professional development.

7. **WORKING CONDITIONS**

As the staff working in mining disciplines continues to become diverse, the company needs to change the culture on the mine to make it conducive for all staff.

- Ensure that the health and physical fitness tests for employment do not inadvertently exclude some staff from work opportunities, e.g. underground heat tolerance tests;

- Supply specially designed Personal Protective Clothing (PPC) for all staff, where applicable;

- Accessible ablution facilities, where applicable;

- Ensure policies on pregnancy, adoption and childcare are in place – giving parents appropriate parental leave within the regional legislative confines;

- Where possible, have child and dependent care facilities, and

- Work life balance and flexible shift arrangements.

8. **ORGANISATIONAL CULTURE AND MANGEMENT STYLE**

Diversity should include a 'cultural change' dimension beyond 'number crunching' to changing norms and practice.

- Ensure that diversity issues are covered in the leadership practices and development programmes;

- All senior management need to have diversity and inclusion and equity incorporated into their KPI's;

- Implement diversity sensitivity and awareness workshops for all in the organisation from the mine site to senior management;

- Allocate sufficient time and resources to communicate and educate the organisation about the diverse work force, and

- Use diversity awareness as criteria for selection, particularly for senior management to ensure diversity mainstreaming in the company.

9.   EMPLOYEE VALUE PROPOSITION

Employee Value Proposition helps us to attract, engage and retain the right people to the organisation achieve success.

- What is the Employee Value Proposition for staff irrespective of Race, Gender, Ethnicity, Religion and Sexual orientation?

- How do existing diversity candidates perceive (1) AGA brand; (2) Mining Industry?

- Opportunities – do diversity candidates feel they have opportunities for growth and advancement?

- Salary and benefits – do we reward all staff fairly?

- Work-life balance – do we have flexible working arrangements that cater for all staff with family responsibilities?

10.   MEASUREMENT AND ACCOUNTABILITY

Explicit diversity indicators allow companies to monitor their progress and to define priorities for action.

- Ensure the use of diversity indicators to manage and track the performance and progress of all staff in the business;

- Have both qualitative and quantitative indicators for assessing change and effectiveness;

- Monitor the ratio of diversity candidates promoted to diversity candidates eligible for promotion, and

- Senior executives to monitor diversity indicators and incorporate them into regular reviews.