My Gold Fields

Group Employee Value Proposition

Safety  Responsibility  Honesty  Respect  Innovation  Delivery
Welcome note from Nick Holland

On behalf of the executive management of Gold Fields I would like to introduce you to the employee value proposition of Gold Fields. The employee value proposition details what Gold Fields can offer you as an employee in return for the skills, capabilities and experiences you bring working for us.

This booklet has been prepared to give you a good indication of our DNA: Who we are, what we do and how we work. It covers our vision and objectives, and very importantly, our identity and values. It also elaborates on our commitment to you as an employee, the communities we work in and investors who supports us. It also provides you with our expectations of you as a valued member of the Gold Fields team.

We trust that this booklet will give you the key information you need about Gold Fields and hope that you have wonderful experience working for us.

Nick Holland
CEO Gold Fields
Gold Fields at a glance – A global footprint
We have nine operating mines in four countries with a portfolio of projects around the globe
History of Gold Fields

- Gold Fields was founded by Cecil John Rhodes and Charles Rudd on the Witwatersrand in South Africa in 1887. The company has operated in three different centuries – the 19th, the 20th, and now the 21st century – and is one of world’s oldest and most recognised mining brand names.

- Gold Fields, in its current form, was created in 1998 when the gold assets of Gengold were merged with those of the old Gold Fields of South Africa (GFSA) to form a new company, Gold Fields Limited.

- Today, 126 years after we produced our first ounce of gold from the Wits Basin, we still have almost 40 million ounces of reserves in our developing South Deep mine. As such we will be mining in the Wits Basin for at least another 50 years, when most other mines will have stopped operating.

- But it is not only on the Witwatersrand where the people of Gold Fields have left their mark. Gold Fields was one of the first truly global companies and in the early 1900’s already had operations around the world.

- Since that time Gold Fields, in its various guises and through its multiple subsidiaries, has at different times had a presence in virtually every corner of the globe – Africa, Europe, North America, South America, Australasia and Asia.

- Over the past 15 years we have again accelerated our international expansion, buoyed by South Africa’s emergence from its political wilderness: first into West Africa, with the acquisition of Tarkwa and later Damang in Ghana; then into Australia with two operating mines, St Ives and Agnew; and into South America, with the Cerro Corona mine in Peru. In February 2013 three of our South African mines, Kloof, Driefontein and Gold Fields interest in Beatrix, were unbundled into a separate company, Sibanye Gold. Most recently, we acquired three mines in Australia acquired from Barrick Gold namely: Darlot; Granny Smith and Lawlers — to our portfolio of mines.
History of Gold Fields

We have a long history and prosperous future ahead of us.
Competitive strategy is about being different. It means deliberately choosing a different set of activities to deliver a unique mix of values.

Michael Porter

GOLD FIELDS: We are unique in everything we do!

Safety  Responsibility  Honesty  Respect  Innovation  Delivery
# The Gold Fields DNA: Our vision

**To Be The Global Leader In Sustainable Gold Mining**

| “The Global Leader” | • We don’t want to be the biggest, but we do want to be the best at everything we do  
|                     | • We seek to create the greatest enduring value from gold mining for all of our stakeholders, including our employees, our communities, our shareholders and our host governments  
|                     | • We are gold industry leaders in understanding our stakeholders’ needs and responding to them  
|                     | • Through living our values, we consistently deliver what we promise  

| “Sustainable” | • If we cannot mine safely, we will not mine  
|              | • We seek to enhance the environments in which we operate, and limit the impact that mining can cause  
|              | • We are committed to creating “Shared Value” for all our stakeholders. This is our legacy and we measure ourselves against this  

| “Gold Mining” | • We are a gold miner – we produce gold (and by-products where they exist)  
|              | • We believe in our product and do not hedge gold  

**This Is Who We Are, What We Do, And How We Work**
## The Gold Fields DNA: Our Values

<table>
<thead>
<tr>
<th>Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety</td>
<td>If we cannot mine safely, we will not mine</td>
</tr>
<tr>
<td>Responsibility</td>
<td>We act responsibly and we care for the environment and all of our stakeholders, including our employees, our communities and our shareholders</td>
</tr>
<tr>
<td>Honesty</td>
<td>We act with fairness, integrity, honesty and transparency</td>
</tr>
<tr>
<td>Respect</td>
<td>We treat each other with trust, respect and dignity</td>
</tr>
<tr>
<td>Innovation</td>
<td>We encourage innovation, entrepreneurship, and acting like owners</td>
</tr>
<tr>
<td>Delivery</td>
<td>We work together in teams and do what we say we will do</td>
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</tbody>
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This Is Who We Are, What We Do, And How We Work
The Gold Fields DNA – Our culture – The Power of the Pride*

<table>
<thead>
<tr>
<th><strong>Teamwork</strong></th>
<th>The success of the pride (the team) is the success of each individual. A pride of lion is an example of teamwork that delivers maximum results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The individual</strong></td>
<td>Powerful teams are made up of powerful individuals</td>
</tr>
<tr>
<td><strong>Common goals</strong></td>
<td>Nothing distracts a pride from its goal when hunting. Each member is focused on the common goal which is clearly understood by all</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>Team members must be alert to communication for the team to be successful. They communicate clearly and act swiftly and purposefully</td>
</tr>
<tr>
<td><strong>Rewards</strong></td>
<td>Success is essential for survival. Each team member is motivated towards the common goal and share in the rewards. Failure means hunger. Leaders of pride goes to the very best and has to be earned the hard way.</td>
</tr>
<tr>
<td><strong>Training</strong></td>
<td>Training cubs on rules of engagement and survival techniques is intense. Creative play is encouraged while training.</td>
</tr>
<tr>
<td><strong>Spirit</strong></td>
<td>Trust, confidence and respect are inherent in a pride. They are the reason a pride survives – they work together and trust each other</td>
</tr>
<tr>
<td><strong>Structure</strong></td>
<td>A pride operates best when it contains as many powerful hunters and fighters as possible and where egos do not divert attention from the overall goals.</td>
</tr>
<tr>
<td><strong>Security</strong></td>
<td>Security enhances the function of the pride. Synergy in the pride enhances security. The pride protects its members. The pride is more powerful than the sum of its individuals</td>
</tr>
</tbody>
</table>

Reference: Ian Thomas (1992) The power of the pride

This is who we are, what we do and how we work
The Gold Fields DNA: Our strategic objective

Sustainable Cash Generation to Underpin “Shared Value”

• To structure our business to generate a 15% Free Cash Flow Margin at any gold price
• It is only if we generate cash on a sustainable basis that we will create sufficient value to meet our commitments to all of our stakeholders, and to grow Gold Fields
• “Shared Value” is created when both business and social needs are addressed. At its core, “Shared Value” is a business strategy that has a positive social impact without hand-outs.
• To ensure the sustained support of our equity investors, we are committed to paying a dividend of 25% to 35% of normalised earnings

This Is Who We Are, What We Do, And How We Work
The Gold Fields DNA: Our strategy

Shortly after the formation of the new Gold Fields Limited in 1998, the Group adopted the policy of not hedging gold. This means we are exposed to the prevailing value of the gold price. It reflects our belief in the long-term value of gold. While our strategy is dynamic and continuously evolves in response to the changing environment in which we operate, three central pillars of our strategy will endure: Operational Excellence; Growing Gold Fields; and Securing the Future.

- Pillar 1: Operational Excellence
- Pillar 2: Growing Gold Fields
- Pillar 3: Securing the Future

This Is Who We Are, What We Do, And How We Work
# The Gold Fields DNA: Our strategy

<table>
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<th>Operational Excellence</th>
<th>Growing Gold Fields</th>
<th>Securing the Future</th>
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<tr>
<td>Uncompromising commitment to:</td>
<td>Organic growth, exploration and opportunistic M&amp;A:</td>
<td>Ensure the sustainability of our business through commitment to:</td>
</tr>
<tr>
<td>• Safe and productive teams</td>
<td>• Prioritise low risk high return projects</td>
<td>• Safety and Health</td>
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<tr>
<td>• Cost discipline in support of sustainable cash generation</td>
<td>• Focus on less capital intensive, higher grade gold projects in regions where we already have a presence</td>
<td>• Environmental stewardship</td>
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<tr>
<td>• No marginal mining - not ounces for ounces’ sake</td>
<td>• Grow reserves per share and cash flow per ounce</td>
<td>• Stakeholder relations</td>
</tr>
<tr>
<td>• To structure our business such that we will generate a 15% Free Cash Flow Margin at any gold price</td>
<td>• It’s not about ounces, it’s about cash flow, profitability and return on investment</td>
<td>• Human Rights &amp; Ethics</td>
</tr>
<tr>
<td>• A dividend-first policy - we pay out 25% to 35% of our normalised earnings</td>
<td>• Exploration and development growth will be partly self-funded through sales of non-core projects and investments</td>
<td>• Shared value</td>
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<td></td>
<td>• Active portfolio management with stringent stage-gating - backing only the winners</td>
<td>• Employee skills development</td>
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<td>• Where appropriate de-risk through technical or financial partnerships</td>
<td>• Attraction and retention of skilled employees</td>
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## This Is Who We Are, What We Do, And How We Work

- We believe in our product and do not hedge gold.
Our DNA on a page

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<td>A Winning, Safe and Productive Team</td>
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<th>Our Operating Model and Structure</th>
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<td>• A fit-for-purpose, low-cost, operating model and structure focussed on sustainable cash generation</td>
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<td>• Full operational responsibility &amp; accountability in capable and appropriately resourced regions</td>
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<td>• Corporate office narrowly focussed on group functions: strategy; capital; growth; stakeholders, brand &amp; reputation; policies &amp; standards; compliance &amp; reporting</td>
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We believe in our product and do not hedge gold
Our commitment to stakeholders

Safety  Responsibility  Honesty  Respect  Innovation  Delivery
The Gold Fields DNA: Our Employee charter

Our commitment to Gold Fields’ Employees…

| To be a company you can be proud of | We live our values and deliver on our promises  
| | We contribute to building our communities in a way that you can be proud of and we share the value we create with our communities in a way that sustains our business and the environment |
| To celebrate achievement | We celebrate the successes that you as an individual achieve as well as the successes of your team  
| | We recognise and reward your performance |
| To treat you with respect and to work with you to ensure your health and safety | We treat you with respect and dignity  
| | We provide a safe and healthy work environment so that you can leave work each day to return to your loved ones, and live a well-balanced life |
| To provide the right development & support for you to succeed | When you deliver, we provide you the opportunity to take on new challenges with the right development and support |
| With your help, to make Gold Fields “the best place to work” | Your contribution is critical for us to deliver on this promise  
| | We encourage and expect of you to live our values, to work collaboratively, and to do what is best for Gold Fields’ enduring legacy. |

A Safe, Winning and Productive Team
The Gold Fields DNA: Society and Community charter

Our commitment to society and Gold Fields’ host communities ….

<table>
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<tr>
<th>Commitment</th>
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<tr>
<td>To build strong relationships and trust</td>
<td>We build strong relationships with key stakeholders, based on trust and open, honest and frequent engagement</td>
</tr>
<tr>
<td>To create and share value</td>
<td>To ensure that we leave an enduring, positive legacy for the communities in which we operate, we work with our stakeholders (investors, employees and communities) to create “shared value”</td>
</tr>
<tr>
<td>To measure our actions and impact</td>
<td>We commit to put in place measures to gauge how we are performing against our commitments to create “shared value”, build communities and reduce our impact on the environment</td>
</tr>
<tr>
<td>To deliver against our promises</td>
<td>We strive to reach a better understanding of all the relevant issues associated with our business, to co-create and deliver the right commitments to secure and maintain our social licence to operate from host communities</td>
</tr>
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</table>

The most trusted and valued mining partner
The Gold Fields DNA: Investor charter

Our commitment to Gold Fields’ investors...

To build a quality portfolio of productive mines and assets under exploration and development

The quality of our asset portfolio is key to our success. What is most important, however, is our commitment to generate cash on a sustainable basis, in order for us to meet our commitments to all of our stakeholders.

To provide superior returns

In order to be an appealing long-term investment we will deliver leverage to the gold price and attractive returns relative to our peers and the gold price.

To deliver on our commitments

We seek to be judged on what we do rather than on what we say. We will be clear and transparent on our strategy and the performance of our assets, and focus on achievements rather than on what we intend to do. To protect our credibility and integrity we will only make commitments that we can achieve.

A quality portfolio of productive mines and assets under exploration and development, providing investors with superior returns on gold.
Talent wins games, but teamwork and intelligence win championships.

Michael Jordan
Our people

Gold Fields operates nine mines in four Regions, offering a diverse range of career opportunities. We are committed to organic growth, with several exploration and growth projects to expand our world-class asset portfolio.

Whether you are a graduate looking to go further, an employee looking for first-hand experience on large scale projects, or you want your role to feel new and varied, Gold Fields has a broad range of operations, projects and international assignments to make your career a rewarding one.

With this in mind, we are always looking to bring new employees into our company, who have the attitude to perform well and who want to grow with us. We also seek to ensure that our current employees are placed in roles where they are challenged and fulfilled.

What makes us different?

Our people

We truly value our employees
Gold Fields offers you:

**My pay**
- Guaranteed pay
- Variable pay
- Short-, medium- and long-term performance based incentive arrangements

**My benefits**
- Retirement
- Health care
- Vacation leave
- Housing & accommodation (where applicable)
- Vehicle and car allowance arrangements (where applicable)

**My work environment**
- Gold Fields values
- Leadership style
- Organisational design & goal setting
- Employee assistance programmes
- Nutrition, sports and recreation (where applicable)
- Safe production

**My growth**
- Exciting and challenging work
- Workplace learning and training opportunities
- Performance Management
- Coaching and Mentoring
- Career Development
- International Career possibilities
- Opportunities across the mining value chain

**My pay**
- Guaranteed pay
- Variable pay
- Short-, medium- and long-term performance based incentive arrangements

**Great benefits are available when you work for us!**
My pay
My Pay

At Gold Fields, remuneration comprises guaranteed as well as variable pay. We continuously benchmark our remuneration packages against our competitors and the market. We determine the financial rewards of your individual and team performance through performance-based incentives.

- **My base pay**
  - Influenced by performance, experience, market conditions and centralised labour negotiations (where applicable)

- **Allowances**
  - This could be standby, fly in fly out, underground or market allowances and varies considerably per region/operation depending on business requirements

- **Production bonus awards or annual bonus award**
  - Influenced by company, team and personal performances. Paid out monthly/annually or quarterly depending on your region/position

- **Medium- and long-term incentives**
  - Management employees qualify for annual performance related share awards to align employee interests with those of shareholders

**Expenses**

Reasonable work expenses can be claimed back from Gold Fields provided they are work related and meet the criteria stipulated in your local Business Expense Claim Policy.

**Deductions**

Deductions such as income tax, retirement fund contributions, Group Accident policies, union fees, (where applicable), are deducted from your pay in agreement with yourself and in line with the legal obligations of the country in which you work.

**Competitive pay**
My benefits

Safety  Responsibility  Honesty  Respect  Innovation  Delivery
My benefits

General conditions of employment
The benefits you receive can vary depending on the region and/or operation you work in as legislative and other requirements to differ across our operations.

Some of the benefits you may expect are:

Working hours / shift arrangements
Are dependent on the department or area in which you work. These will also be governed by site requirements

Loyalty Service
We have a long service award as well as Long Service Leave schemes that recognises length of service.

Transfers
Gold Fields may require you to be transferred to another operation. You will be consulted if this occurs.

Retirement
We encourage you to save for your retirement and contribute a portion of your base salary towards your choice of Fund.

Healthcare /medical benefits
We can offer Medical Health Insurance Allowance for you and your family.

Maternity leave
If you’re pregnant, after 12 months services, you will be entitled to paid maternity leave, provided you are the principal caregiver.

Insurance
Most employees will be covered for death, disability and Income Protection Insurance when employed by Gold Fields.

Great benefits are available when you work for us!
My benefits

Annual Leave
Its important to us that employees take time out to re-energise – we encourage employees to take their accrued annual leave. The benefits vary according to the hours you work per week and the conditions of employment in the country in which you work.

Sick/Carers Leave
Gold Fields offers sick and carers leave as part of your contract of employment.

Employee Wellness Programmes
This programme offers a free, professional and confidential Employee Assistance service.

Mobility Assistance
If you are transferred to another position in a different location within the Gold Fields Group, we will provide relocation assistance to ensure your transition goes smoothly.

Professional Membership Subscription
To keep you up-to-date with industry news and developments, Gold Fields will consider paying for one membership of a recognised and approved professional body or council.

Great benefits are available when you work for us!
My recognition
We use our values to guide the way we work and behave, every day. These values empower our people to do the ‘right things’ which are expected of them, creating an exciting, dynamic, collaborative and supportive work environment.

There are a number of other recognition awards ranging from long service awards to acknowledging a job well done.

Each Region has their own recognition scheme uniquely designed to recognise the work of their teams and individuals - we strive to foster a culture of recognition.

A simple ‘thank you’ matters to us!
My work

Safety  Responsibility  Honesty  Respect  Innovation  Delivery
My work environment

Gold Fields prides itself in applying best practice people management policies and procedures in all the regions in which it operates. We adhere to, and are compliant with, international best practice labour standards and practices.

In addition to adhering to the employment legislation in the countries in which we operate, we ensure all our employment practices are aligned to our values and DNA and therefore:

- are fair
- are non-discriminatory
- are transparent
- allow for fair disciplinary and grievance processes if required
- respect the rights of our employees

Gold Fields will endeavour to provide a safe working environment, providing you with all the tools, equipment and leadership required for you to do what you say you will do.
My leaders

Safety  Responsibility  Honesty  Respect  Innovation  Delivery
Our Gold Fields Group executive leadership team

Nick Holland
Chief Executive Officer

Brett Mattison
Strategy, Planning & Corporate Development

Tommy McKeith
Growth and International Projects

Paul Schmidt
Chief Financial Officer

Lee-Ann Samuel
HR

Michael Fleischer
General Counsel

Kgabo Moabelo
South Africa

Alfred Baku
West Africa

Taryn Harmse
Assistant General Counsel and Company Secretary

Willie Jacobsz
Investor Relations & Corporate Affairs

Naseem Chohan
Sustainable Development

Ernesto Balarezo
South America

Richard Weston
Australia

Growth

Enabling

Delivery
Our leadership style

Gold Fields wants you to be led by and develop into an exceptional leader - both in terms of the ability to lead others and in terms of the depth of your technical expertise.

Leaders in Gold Fields are all expected to fully embrace and live the Gold Fields values and DNA: Who we are, what we do and how we work.

We are focused on being a people-centric organisation and the management of people is our top priority.

We set high standards of performance and expect that you will achieve them.

We see your growth and development as key to our success.

We encourage you to voice your views, engage with, and challenge your colleagues and leadership in a constructive manner.

We believe that leadership exists at all levels in the organisation - not just at senior levels.

Gold Fields strives to be an organisation with high levels of employee engagement. We seek to constantly improve the way we engage with you as an employee. Some of the things we do include:

- Conducting surveys where you have an opportunity to voice your issues or concerns.
- Having an intranet site with up-to-date information on current initiatives, events and news stories about Gold Fields.
- Sending out regular communication briefs from our CEO, and Regional Executive Vice-Presidents.
- Ensuring transparent reporting on financial, people and environmental issues.
Organisational design, goal setting and delivery

Gold Fields has a Regionalised model

- This means that we have Regional offices around the world managed by a Group Executive Team.
- A fit-for-purpose, low-cost, operating model and structure focused on sustainable cash generation is in place.
- Corporate office is narrowly focused on group functions: strategy; capital; growth; stakeholders, brand & reputation; policies & standards; compliance & reporting.
- Each Region in the Gold Fields Group is managed by an Executive Vice President. Regional teams have full operational responsibility & accountability and are set up to be capable and appropriately resourced regions

Job design

- We use the Paterson job grading system.
- We seek to ensure that your role at Gold Fields will be challenging within a relatively flat organisation structure. This will provide greater opportunities for you to make an impact in your work environment
- You will have opportunities to apply for any new, or vacant roles within Gold Fields to expand your career possibilities

The top talent in the Group (all E bands and above, plus high-potential D bands) are managed centrally and we are constantly looking at how we move our talent within, and between the Regions. This means at senior levels you could have opportunities to work in other sites or countries, should you wish to.

Goal setting

- You are measured on a range of objectives including safety & health, production, leadership, sustainable development and financial targets and will therefore develop a broad spectrum of capabilities when working for us.
- We place a high degree of value on entrepreneurial thinking and innovation. We encourage employees to be innovative and share ideas on how we can improve the way we work.

Delivery

- Delivering on your objectives is key to your success at Gold Fields. We reward delivery with a range of financial incentives and recognition awards.

A fit-for-purpose, low-cost, operating model and structure focused on sustainable cash generation
My growth

Safety
Responsibility
Honesty
Respect
Innovation
Delivery
My growth

Gold Fields creates opportunities for all levels of people from graduates and professionals to tradesman and technicians – to grow both personally and professionally. Whether you are a truck driver or an engineer, whatever your career aspirations, you will be supported appropriately.

At Gold Fields, we offer you a career, not just a job. You will develop your skills and expertise, broaden your experience, and be empowered to perform at your best wherever you are in the world.

We strive to promote employees from within and focus on fostering a high performance organisation through fair reward and recognition.

Through our leadership competency model, we aim to develop you to be a future leader for Gold Fields.

We listen to our employees

The company that best succeeds in addressing employees perceptions will ultimately win the war for talent.

We regularly conduct surveys amongst our employees to find out if there are any issues that need to be addressed or improved upon.

At Gold Fields you will work alongside some of the most capable and accomplished people in the mining industry

Not just a job, we offer a career
My growth

Career development

Gold Fields has well-defined career paths in areas like mining, engineering, geology, survey, exploration, metallurgy, environmental management, finance, procurement and HR.

These career paths provide stimulating opportunities for you within your discipline or across disciplines

Performance management

For supervisory and senior management employees we use the balanced scorecard methodology to assess your performance on a biannual basis.

Our performance management processes give you a clear view of how your performance will be measured and what you will be held accountable for.

Our performance management philosophy is based on the premise that we will reward extraordinary performance with extraordinary rewards, which means the better your performance, the better your rewards.
My growth

Talent and leadership development

We continually review the way we manage talent in Gold Fields. This means that we are always looking for new ways to improve your development to ensure you are provided with opportunities to apply your knowledge, skills and abilities.

We conduct annual Regional and Group talent reviews where we devote time to review your career and discuss training and investment in your development.

The talent review looks at current performance and potential, and with your input, helps us understand your future goals, how this links with our business requirements and what we jointly need to do to get you there.

Gold Fields is not only focused on developing technical skills. We believe you should have strong leadership capabilities as well. We offer a range of leadership development training interventions, depending on business requirements, for executive, senior management, middle management and supervisory levels. We call these the Senior management programme, Manager Programme, Emergent Leader Programme, Preparatory Leader Programme and the Foundational programme.

These programmes form part of the way we manage your development and are delivered with the support of highly reputable educational providers in the Regions within which we operate.

International career opportunities

Gold Fields operates across the globe which means that occasionally we can offer some employees the opportunity of working in different countries.
My growth

Coaching and mentoring

Coaching and mentoring are an essential part of development. At Gold Fields we encourage informal mentoring, on-the-job coaching and executive coaching at senior levels. Some learning programmes will have formalised coaching and mentoring programmes.

Leadership development

Formal leadership programmes, delivered by industry-leading institutions, are available for many Gold Field employees depending on individual performance and career development pathways.

The various courses available are aligned with Gold Fields’ global leadership competencies.

These courses range from the initial training and development of new supervisors through to executive development programmes. The appropriate training will be available to you at the various stages of your career to continually enable you to grow with Gold Fields.

Graduate training

We support our graduates with comprehensive technical development interventions, that begin with a structured two- or three-year programme adapted to the individual and the site at which they are working. With Gold Fields’ diverse mining operations and exciting exploration programmes there are ample opportunities for graduates to explore different areas of the company. This is made possible by rotations in both underground and surface mining.

With enhanced support, excellent ‘hands-on’ opportunities and structured work experiences, Gold Fields can offer graduates a promising start to their mining career. With us, they can build highly sought after skills in the world’s most prosperous gold regions.

Our graduate training programmes provide grounded, practical advice and training founded on action-orientated learning.

My growth

Internships, Bursaries, Learnerships and Scholarships

Many of our Regions offer extensive internship, bursary, learnership or scholarship programmes. The type of programmes that are offered vary by region.

Please ask your training and development manager for further information on the programmes offered and the deadlines dates for applications.
My community

Safety  Responsibility  Honesty  Respect  Innovation  Delivery
My community

We all work together to deliver on our vision to be the global leader in sustainable gold mining. To achieve this we prioritise key aspects of sustainability to ensure that Gold Fields’ strategy is sustainable. One of our key business imperatives is to work together with our key stakeholders (including communities) to create shared value.

Shared value is created when both business and social needs are addressed. At its core, shared value is a business strategy that has social impact.

Our most important means of generating shared value for the societies in which we operate is through:

• the payment of wages and benefits to our employees;
• the payment of taxes and royalties to government;
• where possible, the sourcing of goods and services from local suppliers (i.e. suppliers within our countries of operation and preferably in and around our mines); and
• The socio-economic development contributions we make to those living around our mines.

In 2012, our shared-value contributions to our local communities and host countries amounted to US$5.30 billion.

Responsible stewardship of the environment affects present and future generations, and we go beyond compliance in making sure the areas in which we operate are healthy and safe for employees and community members.

As part of these efforts we measure dust and noise levels as well as water and soil quality. We also perform environmental and social impact assessments before we start a new mine or when we expand an existing operation.
My community

Societal value proposition

We seek to deliver a compelling value proposition to society. That means we need to embrace shared value as a guiding philosophy for how we operate.

However, many mining companies are talking about this today. To be differentiated, we must be the best at:
• building strong relationships with key stakeholders, based on trust and open, honest and frequent engagement;
• ensuring that we leave an enduring, positive legacy for the communities in which we operate. We work with our stakeholders (investors, employees, communities and governments) to create shared value;
• commit to putting in place measures to gauge how we are performing against our commitments to create shared value, build communities and reduce our impact on the environment; and
• strive to reach a better understanding of all the relevant issues associated with our business, to co-create and deliver the right commitments to secure and maintain our social licence to operate.

Sustainability initiatives

Gold Fields is truly living its vision of being the global leader in sustainable gold mining. External recognition of our efforts includes holding the 1st place amongst gold mining companies on the Dow Jones Sustainability Index in 2012. This officially makes us the “most sustainable gold mining company” on this index.

Top ratings from global agencies that measure environmental, social and governance performance for investors also confirm our sustainability leadership.

We are recognised leaders in Carbon Disclosure and Performance, having achieved first place on the Carbon Disclosure Leadership Index of the Top 100 JSE-listed firms.

We have also consistently achieved Top Performer status on the Johannesburg Stock Exchange’s Social Responsibility Index.

Gold Fields ensures that its Sustainability position is backed up by appropriate quality assurance protocol. Gold Fields was the first Gold Mining company to have all of its operations certified to the ISO 14001 standard for environmental management and the OHSAS 18001 standard for health and safety management.
My community

Sustainability priorities

Although sustainability covers many different aspects of our business, we are focused on delivering on the following top five sustainability priorities over the next five years:

- **Creating shared value**: create shared value for our key stakeholders including employees, communities and governments, and secure and maintain our social licence to operate.
- **Energy and carbon**: reduce energy consumption and Gold Fields’ carbon footprint.
- **Water**: work for water security for our operations as well as surrounding communities. Ensure net zero harm to water resources as a result of our activities.
- **Mine closure and land management**: develop optimal mine closure and land management practices and operational implementation.
- **Communication and reputation-building**: ensure sustainability success stories are communicated and assist in strengthening stakeholder relationships and the Gold Fields brand.

Sustainability Framework

Integral to our commitment to sustainable gold mining, Gold Fields has developed and implemented a Sustainable Development Framework. This framework consists of an overarching policy on Sustainable Development with supporting policies for:

- Health and Safety
- Environment
- Community and Indigenous Peoples
- Stakeholder Engagement
- Risk Management
- Human Rights
- Carbon Management
- Ethics and Corporate Governance
- Materials Stewardship and Supply Chain Management

These policies are inextricably linked to the Gold Fields Values and it is expected that all employees abide by their requirements to ensure that Gold Fields continues to make a positive contribution to society.

We are focused on delivering five key sustainability priorities over the next five years.
The Gold Fields Australia Foundation

As part our commitment to the sustainable development of communities adjacent to our mines, the Gold Fields Australia Foundation launched a tertiary scholarship programme in 2009 for Indigenous Australians.

These scholarships aim to contribute to the sustainable social and economic upliftment of local communities through education.

Following engagement with local communities, a decision was taken not to restrict the programme to mining-related qualifications only.

Since the launch of the scholarship programme 13 scholars have been granted tertiary educational assistance. Five scholars have completed their studies and moved on to gainful employment in the public and private sectors.

The programme has had a 100% success rate thus far. Candidates have completed or are in the process of completing the tertiary qualifications in Bachelor of Arts, Medicine, Sports Science, Science, Law, Science Engineering and Commerce and Health Science.

These qualifications have been pursued through prestigious institutions such as the University of Western Australia, Murdoch University and the School of Mines.

The Gold Fields Australia Foundation provides the students with additional resources for mentorship and undertakes regular reviews of the students’ progress.

The Foundation has also contributed to many community wellbeing initiatives over the years. These include projects such as the construction of the Kambalda Recreation Centre, the sponsorship of numerous sporting events, the support of various charities involved in community health and ensuring that community members have access to appropriate health and education services.
My community

South Africa

Shared value and other community development initiatives are a top priority at South Deep.

This imperative is driven through on-going programmes addressing local procurement, broad-based transformation, direct employment, training and skills development and enhanced community development programmes with targeted social investment. The latter includes the construction of local health, education and public utility infrastructure, amongst others.

All our initiatives seek to deliver targeted, tangible and lasting benefits to those communities in the immediate vicinity of our operations – and in our labour sending areas. This is in recognition that some of our largest local economic contributions (e.g. payments to employees, government and suppliers) do not necessarily directly benefit our local communities or contribute to our social licence to operate at a local level – and in satisfaction of our Social and Labour Plans (SLP).

SLPs form an integral part of community development and aim to:
• promote employment and socio-economic welfare
• assist in the transformation of the mining industry
• contribute to development of our areas of operation – as well as in our labour-sending areas.

Some of South Deep’s recent initiatives to ensure continued positive community development include:

SMME training to empower the community
19 candidates successfully completed courses in Entrepreneurship and Business Law and Ethics at Monash University. South Deep sponsored these students as part of its commitment to the development of small, medium and micro enterprises (SMMEs). The candidates all live in areas surrounding the mine.

Community involvement
Gold Fields supports employee involvement in our communities. Employees donate furniture, toys and other materials to schools and a crèche in our local community.
Portable skills programme to equip people for life
South Deep’s portable skills programme provides training in SETA-accredited portable skills courses, which are applicable to both the mining industry and other sectors. This programme is offered to employees, contractors and community members and gives learners the opportunity to generate a liveable income from various sectors of engineering-related industries or through self-employment.

The programme includes training in appliance welding, plumbing, bricklaying, vegetable farming, mechanics, boiler production, electrical domestic installation, automotive, garment manufacturing and carpentry.

Business hub to assist local entrepreneurs
As part of our commitment to ensure the development of local SMMEs, South Deep has set up a Business Development Centre at the mine. The centre will assist local entrepreneurs with the following services:
• Registration of companies on the Gold Fields database
• Updating of business details
• Information on business opportunities or upcoming tender opportunities on the mine
• SMME development training
• Business training and incubation
West Africa: Ghana

Gold Fields Ghana is the largest gold producer and a major investor in the Ghanaian economy, with investments totalling US$2.4 billion since 1994. Gold Fields Ghana recognises that the task of development is too big to be addressed by government alone. In 2004 we established the Gold Fields Ghana Foundation as a primary vehicle for socio-economic investment in our host communities. This will ensure that we leave a lasting legacy of economically viable projects.

Development projects and programmes are implemented in the five key areas of health; water and sanitation; education; income enhancement/livelihoods; and infrastructure development.

Some of the key initiatives accomplished in 2012 include:

- Damang Clinic and Nurses Quarters: This investment provides primary healthcare for the community and its surrounding villages.
- Over 1500 Tarkwa and Damang community members receive free medical care and medicines as part of a medical outreach programme.
- Some 30 students at Damang and 350 students at Tarkwa were granted bursaries in 2012.

- The Ghana Foundation donated a 52-seater Mercedes Benz bus to local football club, Medeama SC, which recently won the Ghana FA Cup.
- Damang Mine invested in a grader and compactor to provide routine maintenance of the Tarkwa-Damang public road.
- The first batch of twenty local youths recently graduated from a training programme focusing on the operation of heavy duty equipment on the mine site. The programme forms part of the drive to provide members of stakeholder communities with employable skills and secure a future skills pipeline for the mine.
- We commissioned a mechanised borehole at Tebe. The facility supplies potable water to more than 20 out of the 56 hamlets that make up the Tebe community.
- Launched a road safety campaign for public transport drivers in stakeholder communities near Damang Mine.
- Gold Fields Ghana employees painted the local Subri Community Library and donated books.
My community

Peru

Cerro Corona

Gold Fields’ Cerro Corona operation was recently recognised from among 80 companies in Peru for its commitment to sustainable development. It received the CEMEFI & Peru 2021 ESR (Empresa Socialmente Responsable) Award for social responsibility in October 2012, placing it among the top 44 companies in the country in terms of corporate responsibility practices.

Key areas in which Gold Fields is having a positive impact on local Peruvian communities include:

• Local economic contribution (affecting employees, communities, government and suppliers): our main contributions are through salaries to local communities, taxes and royalties to Government, promotion of the formation of community supplier companies, awarding local contracts and investment directly into community projects.

• Environmental impact: being a responsible steward of the environment includes involving local communities in water monitoring, generating forest coverage as part of land management and investing in conservation and environmental care projects.

Infrastructure: rural electrification, paving the road from Yanacocha to Hualgayoc, healthcare centres and other basic infrastructure provision.

Education and training: provision of capacity building training with local municipalities and investment in a variety of education and training initiatives.

Health & wellbeing: investment in projects to improve the quality of life of communities.

Economic diversification: investment in the promotion of diverse livelihoods, livestock for dairy farming and other local economic diversification initiatives.

Chucapaca

We have developed similar community initiatives at our Chucapaca project in southern Peru, though the scale of these programmes is currently being reviewed.
My ethics

Ethics is the system of principles governing morality and acceptable conduct. Morality talks to the difference between right and wrong whilst conduct talks to corporate citizenship in terms of our character and professionalism.

Ethical behaviour at Gold Fields applies to (i) you as the employee and (ii) your specific role/designation. The former deals with the wider company ethics (values, human rights, share dealings, etc.) and the latter with your specific work ethic (i.e. payments, confidentiality, business transactions, etc.).

The Code of Ethics and the online Ethics Portal provide a step-by-step guide on what to do, how to do it and importantly what not to do. You are strongly advised to understand your Code to enhance your level of understanding and awareness.

Individual character is a fundamental cornerstone of corporate character. Let’s unite to achieve the heights of greatness in terms of our ethical behaviour - both personally and as a collective.

The code of ethics is available on the intranet site. Report any unethical or undesirable behaviour to the following toll free numbers:

- Australia: 1800 62 2345
- South Africa: 0800 00 1987
- Ghana: 0800 10987
- Peru: 0800 540 760
- USA: 1 888 611 1848
- Email: goldfields@tip-off.com

Adherence to our Code of Ethics is strictly enforced
Our focus on human rights

Human rights

Gold Fields strives to ensure that every individual within the Group respects the rights and freedoms enunciated below and to secure their effective recognition and observance throughout the Group. Subject to considerations of health and safety, Gold Fields seeks to protect the right to:

- human dignity;
- fair treatment (subject to considerations of affirming previously disadvantaged groups);
- freedom and security of person;
- not be subjected to slavery, servitude and forced labour;
- freedom of conscience, religion, thought, belief and opinion;
- freedom of expression (subject to considerations of confidentiality and the prohibition of hate speech and incitement to cause harm);
- peacefully assemble;
- freedom of association;
- make political choices and to exercise those rights outside of working hours;
- freedom of movement;
- fair labour practices;
- not be employed if you are a child;
- not be arbitrarily deprived of property or possessions;
- freely participate in the cultural life of your choice;
- lawful, reasonable and fair action; and
- not be subjected to arbitrary arrest or detention.