

Group Principles on Flexible Work

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CONTEXT

Gold Fields' Remuneration Philosophy emphasizes the importance of providing employees with work-life balance. The organisation recognises that a better work-life balance can improve diversity and inclusion, employee motivation, performance, and productivity, and reduce stress. Furthermore, the Company's remuneration approach seeks to provide employees with benefits that support the retention of high-performers, and drive delivery in line with building a high-performance organisational culture.

PURPOSE

The purpose of this policy is to stipulate the terms and principles governing how flexible work arrangements is implemented and managed at Gold Fields ensuring a better work-life balance, improving diversity and inclusion, employee motivation, performance, and productivity, and reducing stress.

SCOPE AND APPLICATION

The Group Principles on Flexible Work may be implemented in the Gold Fields Regions, operations, and offices at the discretion of the CEO. However, there is no obligation on behalf of the CEO or relevant Regional EVP to implement this policy. Furthermore, the Regional EVPs may determine, at their own discretion, the scope of the policy and its application to a more limited group of employees provided that the Group Principles are the basis for any regional policy and procedure and the terms are fair and reasonable to those excluded.

The principles of this Policy constitute group guidance which may be supplemented in relation to each region with further rules and procedures and consideration of local employment legislation (if applicable). Each Group company is required to develop and/or align its procedures to adhere to the principles.

It is not intended to apply to short-term, ad hoc arrangements to meet unexpected needs. Managers are free to use their discretion to address such short-term or unexpected needs.

Alternate working arrangements that may be applied for by exception such as adjusted work hours to manage a unique set of personal circumstances are not within the scope of this policy. These need to be applied for on an individual basis and requires EVP approval.

ORGANISATIONAL REQUIREMENTS

Gold Fields is committed to providing a range of appropriate flexible working arrangements. However, employees and management need to be realistic and to recognise that not all flexible working arrangements will be appropriate for all roles. Where a flexible working arrangement is proposed, the organisation will need to consider several criteria including (but not limited to) the following:

- the costs associated with the proposed arrangement
- the effect of the proposed arrangement on other employees
- the need for, and effect on, supervision
- the existing structure of the department
- the availability of resources
- details of the tasks specific to the role
- the workload of the role
- health, wellbeing, and safety issues
- the impact on culture

ELIGIBILITY

To be eligible for flexible work arrangements employees must, as a minimum:

1. be permanent, full-time, salaried employees.
2. be in a role of business operation that is determined by the business to be conducive to a flexible work arrangement.
3. be in good standing (able to meet deadlines, self-disciplined, able to self-manage and good at time management) and have a proven performance track record; and

Employees under performance management review are not eligible and will not be granted permission to adopt a flexible work arrangement.

While Gold Fields offers flexible work arrangements to eligible employees, it is under no obligation to approve applications for flexible work arrangements, even if the employee is eligible and meets the necessary criteria. In all instances, application, implementation, and eligibility is determined by the respective Group Company.

TYPES OF FLEXIBLE WORK

Flexible working arrangements is any type of arrangement that gives some degree of flexibility on how long, where and when an employee works. To enhance employee work-life balance through the provision of flexible work arrangements that suit both the employee's and organisation's circumstances the following types of flexible work arrangements is offered;

- **Flextime:** allows for flexible scheduling arrangements that permit variations in starting and end times but does not alter the total number of hours worked in a workweek.
- **Remote:** flexible work arrangements that make it possible for employees to work remotely from their main place of work.
- **Hybrid:** a flexible work arrangement where employees regularly perform part of their work off-site and perform part of their work on-site on an at least a weekly basis.
- **Job sharing:** is an arrangement where a full-time post is divided into two part-time roles. The two job

holders then share the overall duties and responsibilities. Their skills and the hours each employee wish to work must be compatible and meet the needs of the organisation.

- **Part time:** covers any arrangement where an employee is contracted to work anything less than typical full-time hours for the type of work in question.

FLEXIBLE OR REMOTE WORK PRINCIPLES

- Gold Fields believes in the power of its workplace. Its where we work together, collaborate, innovate, and celebrate. Creating a workplace culture, nurturing it, and protecting it is best done in person.
- Flexible work arrangements must try and seek a balance between time spent in the workplace and working remotely and be conducive to effective work. The arrangement must include a minimum of 60% of the employee's time being spent at the workplace.
- To encourage collaborative delivery in a flexible work arrangement there must be one day per week when the entire workplace must be at the office/operation/site.
- Flexible work arrangements are always not possible for everyone. Those employees whose flexible work application is denied should be provided reasons for that decision.
- The days where work is completed remotely must not include both a Monday and Friday in the same week.
- Time spent at the workplace and remote location must be scheduled. A roster is good practice and creates clarity around who is where.
- Flexibility requires maturity and a responsible approach by all employees whose primary goal must be to meet business objectives and fulfil expectations.
- Gold Fields reserves the right to request an employee working a flexible work arrangement to work outside of that arrangement to meet the needs of the Company. There may be circumstances where the EVP may request his/her team to work from the office on a 100% basis as circumstances dictate e.g., year end. This will not circumvent the entire policy but be a temporary arrangement.
- The remote work location must be conducive to work with the correct work set up and infrastructure. Employees must be contactable. Remote work is exactly that; normal work hours apply. If employees need to be away from their remote location, office etiquette would apply i.e., advise your line manager of your whereabouts.
- Gold Fields equipment and resources may be used only for business and only by employees with flexible work arrangements. It is the employee's responsibility to ensure that all items are effectively used.
- Approved flexible working arrangements should have a net-positive effect on productivity, ensuring that the flexible working arrangements do not result in increased workloads for employees working flexibly, or for other team members who are not.

- Gold Fields is strongly opposed to any form of victimisation of employees who work, or request to work under flexible working arrangements.
- Employees who work remotely must adhere to all Gold Fields policies and the Code of Conduct. Especially relevant are policies related to information technology, computer security, data protection and the disciplinary code. These policies provide requirements for maintaining, securing, and achieving legal and appropriate use of the information technology infrastructure, confidential data, and conduct.
- Flexible work arrangements will remain in place for as long as Gold Fields deems it appropriate i.e., if productivity, culture, and teamwork deteriorate Gold Fields reserves the right to change or terminate flexible work arrangements.