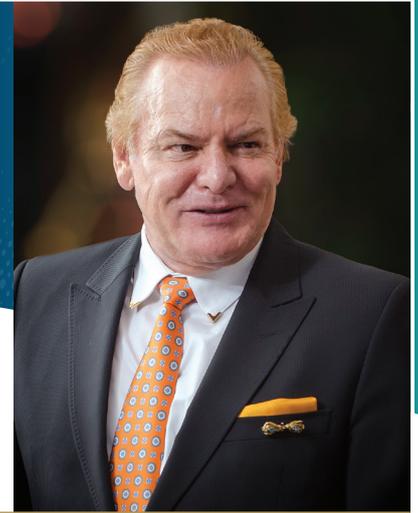


# Note from Nick

## *Managing work life boundaries*



Dear Colleagues

**Firstly I wish to thank you all again for the extent to which you continue to deliver while working remotely. We know that you are operating under extraordinary circumstances, and your levels of productivity have kept the business running smoothly.**

We know that one of the biggest challenges our people are facing is the inability to ‘switch off’ work and draw boundaries between work and family time. As lockdown continues there is a greater risk of people experiencing burnout which, coupled with the inevitable stressors of isolation, uncertainty and fear of the virus, could lead to a drop in motivation and performance levels.

To avoid this we all need to set boundaries that help to delineate work and home life. This work/life balance is something that Gold Fields has always supported and we are aware that now, more than ever, it is critical to ongoing performance.

I encourage you and your teams to stick to standard work operating hours as much as possible, to allow you ‘down time’ with your families. Inevitably there will be urgent or emergency issues that require immediate attention – and we have always been able to trust our employees to make themselves available to address these issues timeously when required – but on the whole please try keep phone calls and meetings to the hours we would normally follow in the office.

If you are struggling to achieve this, please talk to your manager or to our HR team. Our free, confidential Employee Assistance Programme, Kaelo, is also available 24 hours a day if you need support.

We are fortunate to have a high-functioning team of people who take pride in delivering. Let’s support each other in achieving the balance that will continue to make this possible.

My thanks to all of you for the sterling work you have done to stay motivated and productive during this difficult time – your support and dedication have been invaluable.

*Yours in health and safety*  
**Nick Holland**  
CEO



**GOLD FIELDS**