



2018

Human Resources Report



GOLD FIELDS

A fit for a purpose workforce

The following forms part of the Integrated Annual Report and provides further detail on some of the ongoing people-related programmes and interventions undertaken during 2018.

The HR strategy focuses on five pillars, as outlined below.

<p>Attracting and retaining committed people with the right skills and capabilities</p>	<ul style="list-style-type: none"> ■ A continued focus is still required to ensure we have the right people with the right skills to deliver value to the business ■ There is an increased demand for highly specialised skills and we are competing in a constantly changing environment with a number of expansion projects
<p>Enabling our people to be agile and adaptive to remain relevant in a rapidly evolving environment</p>	<ul style="list-style-type: none"> ■ As our industry evolves, our people will need to embrace new ways of working. Our focus is on building an agile workforce for the future
<p>Creating an environment in which our people are engaged and enabled to take care of their wellbeing</p>	<ul style="list-style-type: none"> ■ Financial and non-financial recognition build a compelling employee value proposition and create an environment that engages and takes care of our people
<p>Harnessing the potential of a multi-generational and global workforce</p>	<ul style="list-style-type: none"> ■ Strengthening the global and regional talent pipelines to sustain the future
<p>Leveraging diversity and inclusion</p>	<ul style="list-style-type: none"> ■ Ensuring that the work environment embraces the potential value in all employee categories or groupings, and removing any obstacles preventing such categories or groups from making meaningful work contributions.

Outlined below is a summary of the progress made during the year on interventions that support the achievement of the HR strategy – and the focus for the year ahead.

ENHANCING THE EMPLOYEE EXPERIENCE

Achieved in 2018	Focus for 2019
<p>Promoted the value proposition for employees, gaining a deeper understanding of their experiences and needs through engagement and focus groups, particularly at regional level.</p>	<p>Deliver refreshed employee brand initiatives to sustain momentum.</p>
<p>Rolled out employee engagement surveys which enabled the business to gauge how our people think and feel about working for the Group and to ask for their input when reshaping the people solutions that will directly impact them.</p>	<p>Deliver on three action plans arising from gaps identified in the engagement surveys.</p>
<p>Conducted external peer review benchmarking¹ to inform fit-for-purpose people strategies.</p>	<p>Utilise insights to calibrate fit-for-purpose people strategies and plans.</p>
<p>Completed the roll-out of exit interview approach across all operations to ensure that the insights gained from employees leaving the Group informs employee engagement and retention strategies.</p>	<p>Develop strategy to retain employees identified as high-potential and who occupy specialist/mission critical positions within the Group.</p>
<p>Introduced enhanced employee benefits in some regions to support a competitive employee value proposition.</p>	<p>Continue to improve the reward component of the employee value proposition in line with global best practices and business strategy.</p>
<p>Introduced flexible work arrangements.</p>	

A fit for a purpose workforce continued

ENABLING A WORKFORCE FOR THE FUTURE

Achieved in 2018	Focus for 2019
Expanded technology-based learning platforms.	Implement all training via e-learning.
Global implementation of success factors employee central.	Expand the use of the platform and the advanced capabilities it offers.
Successful implementation of the remaining modules of success factors.	Explore technology solutions that offer employees total rewards statements with a full view of their reward and benefits.
	Implement more flexible offerings for employees in line with new ways of working.

LEARNING OPPORTUNITIES

Achieved in 2018	Focus for 2019
Training programmes rolled out in: leadership and emerging leadership development, supervisory training and management development.	Deliver a suite of leadership and management development programmes to employees.
Conducted training in the following technical areas: <ul style="list-style-type: none"> ■ Virtual reality ■ Safety (OHS). 	
Conducted training in the following leadership development areas: <ul style="list-style-type: none"> ■ Unconscious bias ■ Diversity and inclusion ■ Line manager training. 	Equip managers from team leader to executive level with the skills to confidently and flexibly lead in a rapidly changing operating environment.
Conducted training in the following skills based areas: <ul style="list-style-type: none"> ■ OIM. 	Targeted investment in customised leadership development programmes to accelerate the development of women at all levels with approximately 700 participants.

A fit for a purpose workforce continued

STRENGTHENING OUR SOCIAL COMPACT

Achieved in 2018	Focus for 2019
Aligned with various employment legislative changes across our global footprint.	Continue to build strong relationships with key stakeholders.
Delivered a range of initiatives that focused on the upliftment of the vulnerable and previously disadvantaged groups.	Implement transformation agenda.
Provided development opportunities within our host communities.	
Delivered a range of health and wellness initiatives to employees across the Group, including wellness days, medical assessments and counselling services, and offered a range of training initiatives to build personal resilience and coping skills.	Continue to provide a variety of health and wellness services to our employees to enrich their lives.
Implemented employee housing and site accommodation strategy to ensure improved standard of living.	
Participated in a range of employee volunteering programmes with a focus on community, education and development.	
No reported incidents of non-compliance to employment laws and regulations.	
Continue to make steady progress towards achieving a workforce that is more representative of local demographics.	
Provided unconscious bias training to employees and communities to address the myths and stereotypes on matters relating to diversity and inclusion.	

HIGH-PERFORMANCE CULTURE

Achieved in 2018	Focus for 2019
Rolled out the Company strategy, linked to the Group scorecard, and regional scorecards.	Introduce a new performance management philosophy and approach that drives regular line manager coaching to support personal improvement, growth and business contribution.
Enhanced our performance management system and underlying processes.	Introduce a range of reward and recognition initiatives to retain top talent and ensure sustainable long-term performance.
Encouraged collaboration by rewarding team and individual successes.	Introduce a range of enhanced and more flexible benefit solutions better suited to individual employee preferences in our South African operations.
Survey and focus groups used to get employee input on shaping new performance management approach.	Simplify and improve transparency of rewards and benefits packages to enhance employee understanding around the value of their benefits. Evolve our approach to performance management based on regular feedback from our leaders and employees.

A fit for a purpose workforce continued

INSPIRATIONAL LEADERSHIP

Achieved in 2018	Focus for 2019
<p>Clarified organisational design.</p> <p>Interviewed and hosted workshops with top leadership to design a Gold Fields leadership identity for the future.</p>	<p>Clearly understand competencies required in the future.</p> <ul style="list-style-type: none"> ■ Ensure we have catalysts for change and accountable role models ■ Embed accountability in our leaders ■ Introduce a range of learning solutions to better equip line managers as performance coaches ■ Nurture leaders capable of being catalysts for the change required to achieve our strategic objectives in an increasingly complex and rapidly changing environment ■ Deliver a leadership identity that clearly defines what great leadership needs to look like at Gold Fields ■ Design and deliver leadership development solutions that support the emerging leadership identity ■ Ongoing investment in bespoke leadership programmes for specific business areas and geographies.