



GOLD FIELDS

Human Resources Strategy

Analyst Day

3 November 2009

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HUMAN RESOURCES

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INTRODUCTION

Forward Looking Statements

Certain statements in this document constitute “forward looking statements” within the meaning of Section 27A of the US Securities Act of 1933 and Section 21E of the US Securities Exchange Act of 1934.

Such forward looking statements involve known and unknown risks, uncertainties and other important factors that could cause the actual results, performance or achievements of the company to be materially different from the future results, performance or achievements expressed or implied by such forward looking statements. Such risks, uncertainties and other important factors include among others: economic, business and political conditions in South Africa, Ghana, Australia, Peru and elsewhere; the ability to achieve anticipated efficiencies and other cost savings in connection with past and future acquisitions, exploration and development activities; decreases in the market price of gold and/or copper; hazards associated with underground and surface gold mining; labour disruptions; availability terms and deployment of capital or credit; changes in government regulations, particularly environmental regulations; and new legislation affecting mining and mineral rights; changes in exchange rates; currency devaluations; inflation and other macro-economic factors, industrial action, temporary stoppages of mines for safety reasons; and the impact of the AIDS crisis in South Africa. These forward looking statements speak only as of the date of this document.

The company undertakes no obligation to update publicly or release any revisions to these forward looking statements to reflect events or circumstances after the date of this document or to reflect the occurrence of unanticipated events.

FORWARD LOOKING STATEMENTS

ATTRACTING AND RETAINING SCARCE SKILLS

Employee Value Proposition

- Our company (Vision, Values, Growth Strategy).
- Competitive remuneration models.
- Development opportunities and career paths.
- Improved Health and Safety environment.
- Innovation and leadership in people management.
- 24-Hours in the Day of a Gold Fields Employee.

SKILLS ARE A TOP PRIORITY

Good morning ladies and gentlemen.

As Nick said earlier, from a human resources point of view our focus is on skills. They remain our top priority despite the fact that we are in a recession and many mining companies are retrenching. In line with this we are focussed very strongly on a branding and communication strategy around our Employee Value Proposition, as well as our vision, values and growth strategy.

We ensure that we have competitive remuneration models - we do regular surveys to ensure that we are positioned well compared to the market.

We place a big emphasis on development opportunities within the Group, both locally and globally, and career paths for individuals, which have been very carefully designed and communicated for all the key disciplines.

The improved health and safety environment within Gold Fields is an essential component of our Employee Value Proposition.

We value and encourage innovation and leadership in people management at all levels of management, and I will talk a little more about our leadership model.

And then there is our proprietary "24 HOURS IN THE LIFE OF A GOLD FIELDS EMPLOYEE" programme which is a core element of our Employee Value Proposition.

HUMAN RESOURCES

Total Wellbeing

An Holistic Approach



24-HOURS IN THE DAY OF A GOLD FIELDS EMPLOYEE

This is a graphic of our 24 HOURS IN THE DAY OF A GOLD FIELDS EMPLOYEE programme.

The essence of the programme is an holistic approach to the wellbeing of our employees, or TOTAL WELLBEING. The objective is to enhance and improve every facet of the lives of employees, and not to focus on production only. The philosophy behind this strategy is that every person's work performance or productivity is influenced to some degree by every other aspect of his or her personal wellbeing.

I am going to talk briefly through some of the focus areas.

In the **Safe Production** area we focus on a wide range of projects that will enhance the work performance or productivity of individuals, such as fatigue management, work-life balance, safety training, and an intense focus on occupational hygiene etc. In each of these areas we do extensive research, the results of which is translated into policies and procedures and supported by training, guidance and counselling and, where appropriate, performance management.

Regarding **Sport And Recreation**, Sport is an essential part in the lives of most of our employees and we ensure that every employee has the opportunity to participate, at his chosen level, in the sport of his or her choice. Our focus has been on rebuilding the communities around our mines, consolidating and upgrading our sports facilities, giving access to high performance centres for bio-kinetics and rehab services, and investing in sport and recreation administration and management. The objective is to ensure that every employee utilises his or her personal or free time in a constructive manner, conducive to improved work-life balance. We are even providing special public viewing facilities for the 2010 Soccer World Cup.

In the area of **Health Care** we've got an extensive programme with facilities ranging from primary care and dressing stations to state of the art hospitals offering world class curative, surgical and specialist services. A considerable emphasis is placed on preventative health care through our employee care centres where the focus is on issues such as physical fitness, weight loss and smoke enders, as well as the management of chronic diseases. We've also introduced an employee assistance programme through an external service provider; we've upgraded all of our primary health care facilities and brought them closer to where our employees work and live; we have a very sophisticated and comprehensive HIV/AIDS programme based on prevention as well as "living with HIV/AIDS". The latter includes the provision of anti-retroviral therapy. Closely associated with this programme is a comprehensive initiative focussed on the prevention and management of sexually transmitted infections on our mines and in surrounding communities, as well as a programme to prevent and manage the impact of Tuberculosis on employees.

On the **Nutrition** side 50% of our employees are receiving a mid-shift meal and 100% of our employees receive 15,000 to 17,000 kilojoules per day, which is the CSIR standard, and we have very scientific clinical nutrition programmes for chronic diseases, such as heart disease and sugar diabetes etc.

In the **Accommodation Portfolio**, in addition to improving hostel sleeping arrangements to significantly reduce densities to between one and two persons per room, we've been building family units and either building or upgrading churches, crèches and schools around all of our mines, to the extent of actually appointing Pastors to our mines to assist with the spiritual needs of our workforce.

We are also focussed on the **Learning** component of the lives of our employees, and for that I want to show you the key areas that we are focussing on.

GOLD FIELDS BUSINESS LEADERSHIP ACADEMY

- **Pipeline of scarce skills**
 - Bursars, Diplomats, Graduates, Learnerships
- **ABET and Portable Skills**
- **Engineering qualifications**
 - Artisans, Technicians, etc.
- **Technical courses**
 - MRM, Rock Engineering, Occupational Hygiene, Metallurgy
- **Mining qualifications**

PEOPLE IS A KEY SUCCESS FACTOR

We take a cradle to grave approach to learning within Gold Fields, that is that employees who have the aptitude and the desire, have the opportunity to engage in continuous learning from basic ABET through to any level of post graduate of professional proficiency.

The pipeline of scarce skills for bursars, diplomats, graduates and learnerships is determined primarily on business needs by dedicated discipline development committees that focus on our key disciplines in the organisation, but also in line with our commitments in terms of our social and labour plans.

The Adult Basic Education and Training (ABET) and portable skills (life skills and skills that can be used outside of the company, at home etc) are there, not just to meet our commitments in terms of our social and labour plans, but also to assist with our pipeline. We can and have taken people from basic ABET all the way through various stages of training and learning to become production supervisors, artisans, technicians and other qualified skilled professions.

Our engineering qualifications are focussed on levels two to seven, and we provide training through our Gold Fields Business Leadership Academy for all the artisan professions; fitters, electricians, millwrights, diesel mechanics, riggers, instrument technicians etc, that are essential for our mines.

On the Technical courses we are focussing on short courses and continuing professional development for some of our key disciplines, such as Mineral Resource Management, Rock Engineering, Occupational Hygiene and Metallurgy.

In terms of mining qualifications we train from learner miners and learner officials, all the way through to Miners and Mine Managers, on a variety of courses, including assisting them to get their Government Certificates of Competency.

HUMAN RESOURCES

Leadership Development

GOLD FIELDS LEADERSHIP MODEL

- **Middle management and supervisory development**
- **MDPs, MBAs and other university courses**
- **Gold Fields Leadership Programme**
- **International Programmes for Executives**
- **Coaching and mentoring**

PEOPLE IS A KEY SUCCESS FACTOR

One of our key focus areas in recent times has been on leadership development. Nick spoke at length about the increasing level of complexity facing the mining industry and we have been focussing on building the bench strength of the leaders that we have.

The Gold Fields Leadership Model, which was launched earlier this year, is focussed on some key things, and we have re-reviewed and repositioned our middle management and supervisory development programmes in line with that new leadership model and we are busy offering these in partnership with external Universities.

We still make use of MDPs, MBAs and other University courses that lead to external qualifications where this is appropriate.

We also have a Gold Fields Leadership Programme that has been positioned primarily to ensure that we develop the next cadre of senior managers. This is run in conjunction with the Gibbs Business School in Johannesburg and has been carefully structured to include elements such as action learning and strategic projects, so that the learning is transferred rapidly into the workplace. We currently have, for the year 2009, six full time and 11 part time candidates on this programme and the focus is on developing Historically Disadvantaged South African (HDSA) candidates to senior management level.

We still make use of international programmes for our executives, EDPs and other international courses at Harvard and Yale, and then, extensive use of coaching and mentoring. We have external executive coaches assisting at various levels and a number of programmes running internally to train our managers on mentoring skills and also to assist the protégées to make optimal use of the mentoring programmes that we have.

HUMAN RESOURCES

License To Operate

EMPLOYMENT EQUITY

- **Human Resource Development**

- ABET, mentorship, bursaries, mentoring

- **Employment Equity**

- HDSA in management : 39% vs. target 40%

- Women in mining: 6.2% vs. target 5% in 2009 & 10% in 2014

- **Talent pool**

- Individual Development Plans

- Regular reviews to fast track HDSAs

- **Support for education**

- LED projects for schools

- Sponsorships of universities

PEOPLE IS A KEY SUCCESS FACTOR

Our Employment Equity is supported by four key thrusts.

Human Resource Development, about which I have just spoken, ABET, Learnerhips, Bursaries and Mentoring that support the growth of our employment equity candidates.

Our current targets are 40% HDSA in management, and we sitting at 39%. Our targets for women in mining are 5% in 2009, and 10% in 2014, and we're currently sitting at 6.2%.

We have well identified talent pools at different levels of the organisation. These talent pools are reviewed regularly, in some areas twice a year, but at least once a year, and every senior executive has an annual review session with the CEO to discuss the talent pool and the pipeline for key disciplines. For each person in the talent pool we have individual development plans and these regular reviews are also used to fast track HDSAs through the organisation.



Last but not least is the support for education external to the organisation.

We are sponsoring and building schools, we're using local economic development projects to do this.

We are providing bridging programmes for Mathematics and Science, so that we can ensure that the students that we put into University courses have got the baseline skills that are needed, and we are also doing sponsorships for Universities.

We've done this over many, many years, but I think that this last aspect has received a brand new focus and a considerable budget has been put aside to ensure that we support the Universities that provide our mining and engineering skills with the laboratories, with supplementing lecturing staff salaries and other sponsorships that will ensure that the pipeline is always going to be there when we need it.

Thank you.

END OF TRANSCRIPT