Our management approach to attracting, retaining and enhancing talent and skills

Our people are an integral part of our business. Ensuring we have the right skills at the right time and in the right roles is a key part of our human capital strategy. This is supported by our first strategic pillar – to maximise the potential from our current assets through people and innovation.

Our human capital strategy comprises six pillars, three of which relate to attracting, retaining and enhancing skills. The learning and development, talent management and performance and reward pillars are upheld throughout the employee lifecycle. By embedding these pillars in recruitment, onboarding, development and retention, we aspire to improve our people's experience at Gold Fields.

Our competitive pay and incentive-based remuneration packages attract and retain scarce skills, and our succession plans and talent reviews ensure we employ the right people in the right positions to meet the needs of our industry. We invest in training and development initiatives, including reskilling our people, to retain their knowledge and experience.

Our main stakeholders in attracting, retaining and enhancing talent and skills are:

- **Our people (employees and business partners),** who provide core and critical skills, and expect fair reward and remuneration and access to training and development
- Prospect employees, graduates, interns and other early talent
- **Governments**, who expect that we comply with all relevant legislation related to working hours, employment practices and labour rights
- **Host communities,** who expect us to employ local talent
- **Shareholders,** who approve our Remuneration Policy and require engagement to explain its implementation

We engage continuously with these stakeholders, adapting our approach based on their feedback and needs.

OUR COMMITMENTS TO ATTRACTING, RETAINING AND ENHANCING TALENT AND SKILLS

Beyond our Attraction and Retention Framework, the main policies supporting our approach to attract, retain and enhance talent and skills include:

- Remuneration Policy (included in our Governance and Remuneration Report)
- Respectful Workplace Policy Statement
- Diversity, Equity, Inclusion and Belonging Policy Statement
- Recruitment and Selection Policy
- Performance Management Policy

Our local recruitment frameworks and practices support local legislation for each country. We abide by international labour standards and legislation in the countries where we operate. These include guidelines related to insurance, leave, access to assistance programmes and other country-specific requirements.

We recognise that Gold Fields' success is intrinsically linked to a strong positive culture that attracts and retains a diverse range of highly skilled and talented people across the globe. This was the driving force for or the strong focus on the Gold Fields Way over the past few years as we renew our focus on creating a culture of care and accountability underpinned by the Gold Fields Values.

We assess our progress through engagement and culture surveys every two years with check-ins every year to monitor and adjust our key focus areas. Leadership is committed to prioritising people management capability through a suite of leadership programmes and interventions at all levels along with clear frameworks and operating procedures for our talent processes throughout the people value chain. These actions are detailed in our Report to Stakeholders.

As a member of the ICMM, we participate in the ICMM Future Skills working groups and a number of local forums to foster skills development in the countries in which we operate.

We also participate in a number of external reporting programmes such the DJSI, Bloomberg Women in Business and others, and partner with local universities and training providers. All our partners play a critical role in deploying our human capital strategy.

OUR IMPACT IN ATTRACTING, RETAINING AND ENHANCING TALENT AND SKILLS

Our employees and business partners drive our strategy through their skills, expertise and commitment to entrenching our culture. It is imperative that they are remunerated fairly, with rewards and incentives that reflect their commitment to our business and trained and developed appropriately. We designed our remuneration structures to incentivise high-quality performance and drive business strategy and objectives that impact on our stakeholders.

5. Access to talent required to execute strategy

Risks we will not take	Risks we have to take but must mitigate	Risks and opportunities we want to take
• Insufficient skilled or capable talent in critical roles for employees and business partners that directly impairs safety, operational efficiency or strategic initiatives • Disengaged workforce (employees + BP) leading to decreased productivity , high turnover rates and poor organisational performance. • Recruitment and talent management practices that breach local labour laws and the United Nations Guiding Principles on Business and Human Rights. • Exclusive workplace practices that hinders the advancement of diverse employees and BPs, affecting retention and performance • Prevalence of harmful behaviours that has a material impact on the wellbeing of our workforce.	• Jurisdiction with volatile or constrained talent market conditions—such as high competition for skilled labor, rising compensation expectations, or geographic talent shortages • Outsourcing critical skills to business partners and third parties • Appointment/ promotion of high-potential talent with diverse and dynamic experiences to fulfill key leadership roles • Negative perceptions of the mining industry that hinders the ability to attract and retain top talent • Strategic tension between local employment and fulfilling critical skills and capability globally • Varied remuneration and talent attraction/retention strategies locally aligned to the Gold Fields' brand positioning across different jurisdictions	• Leveraging AI to mitigate risks related to inefficiency, human error, and resource constraints. • Embracing modern workforce dynamics and design—such as flexible work models, agile team structures, and digital collaboration • Leveraging global mobility programs to build global capabilities, enhance cultural intelligence, support career development. • Driving a high performance culture to attract and retain top talent • Forming strategic partnerships with other sectors and within the mining industry to access broader talent pools, co-develop skills pipelines, and enhance workforce agility

OUR MANAGEMENT ACTIONS TO ATTRACT, RETAIN AND ENHANCE TALENT AND SKILLS

We manage the attraction, retention and enhancement of talent and skills through:

Recruitment and selection

We strive to attract and recruit the best talent from diverse backgrounds. Our recruitment and selection processes are transparent, fair and based on merit. We actively promote internal career progression and provide opportunities for professional development and growth.

Learning and development

Gold Fields has a strong focus on learning and development, with well-established training centres in South Deep and Ghana. We provide comprehensive training programmes tailored to the needs of various roles. We also encourage employees to pursue continuous learning and offer support for further education and professional certifications.

Talent management

Gold Fields has a strong focus on talent management and the internal development of our employees offering a wide range experiences, skills development and career pathways for talented people and opportunities for global career.

Our training and development programmes attract new talent and develop the skills we need for increasingly mechanised, modernised and automated mines. We encourage learning at all our sites and track the training undertaken and application on the job. In South Africa, our training plans are aligned with our workplace skills plans. Our drive to include host community members in our workforce is also supported by training, education and skills development initiatives to improve the local skills base.

Performance management and recognition

We have a strong focus on performance management through team and individual based assessments. Driving performance allows us to become better at what we do, which includes empowering our employees to learn and develop in their roles and careers by acquiring and advancing their skills.

We set clear performance expectations and provide regular feedback to help employees excel in their roles. We have a robust performance management system in place that recognises and rewards high performers. We also celebrate achievements and milestones to foster a culture of recognition and appreciation.

Our clearly defined job architecture outlines skills requirements for all roles and natural career progression pathways. It considers current and immediate future skills needs and provides transparency on role requirements.

Employee benefits and support

We provide competitive, market-related remuneration packages, including fair living wages, benefits and retirement plans. We offer comprehensive healthcare coverage and support programmes to address employees' physical and mental wellbeing. We also have mechanisms in place to support employees during challenging times, such as counselling services and employee assistance programmes.

Culture development

As our workforce continues to evolve, our culture ambition prioritises creating a culture of care and accountability that underpins the delivery of our strategy. Guided by the Gold Fields Way, we actively cultivate a culture that attracts, retains and enhances talent and skills.

Executive pay

We undertake regular market benchmarking to ensure our executive wages align with global mining peers and that remuneration and benefits are tied to robust performance metrics.

Effectiveness of management actions

- Our recruitment system systemically records, analyses and reports on positions advertised, recruited and placed
- Detailed cultural surveys every two years and annual check-in surveys inform our initiatives
- Monitoring and tracking our lead and lag talent indicators to assess the impact of our talent programmes on our employees

HOW WE MEASURE OUR PERFORMANCE

Our key metrics in measuring outcomes regarding attracting, retaining and enhancing talent and skills are as follows:

- Turnover rate (voluntary)
- Percentage turnover for high impact and mission critical roles
- Market competitiveness in benefits and salary and vacancy rates
- Diversity indicators – Assessed as mostly through female representation as group level indicator
- Engagement Index
- Percentage critical leadership roles with successors
- Talent movement – promotion / movements or assignments for top talent
- Training spend per employee

Our human capital metrics are audited internally and externally to ensure transparency and accountability.

WHERE WE REPORT ON OUR PERFORMANCE

Reporting and disclosures on our attracting, retaining and enhancing talent and skills approach and performance are shared in our:

- Integrated Annual Report
- ESG Databook and GRI Content Index
- Report to Stakeholders
- Governance and Remuneration Report
- Internal talent analytics