Our management approach to diversity, equity, inclusion and belonging

We recognise that the key to realising Gold Fields' full potential is embracing our people's diverse attributes and perspectives. Driving diversity makes us more creative, flexible, productive and competitive – ultimately determining our business's success.

The first pillar of our human capital strategy is diversity, equity, inclusion, and belonging (DEIB), which is underpinned by our cultural aspiration to drive a culture of care and accountability. Our approach is designed to create a workplace where every person feels valued, respected and empowered to contribute to our success. Gold Fields is committed to seeking out and retaining a diverse and talented workforce to ensure business growth and performance.

We encourage diversity on our Board and workforce, including diversity in race, gender, ethnic or social origin, colour, language, age, sexual orientation, physical and mental ability, religion, conscience, belief, culture, socio-economic status, experience and education.

Our main stakeholders in managing DEIB are:

- **Employees and business partners**: Individuals from diverse backgrounds who contribute to our inclusive culture
- **Communities**: We employ individuals from host communities where we aim to reflect the diversity of the local population
- **Governments and regulators**: Authorities overseeing compliance with DEIB-related regulations

We engage with our stakeholders to understand their perspectives and ensure our DEIB initiatives align with their expectations.

We aim to ensure all employees are treated and remunerated equally irrespective of gender or ethnicity. Our Remuneration Committee ensures remuneration is fair, equitable and transparent – particularly from a gender equity perspective.

OUR COMMITMENTS TO DIVERSITY, EQUITY, INCLUSION AND BELONGING

The main policies supporting our approach to DEIB include:

- Human Rights Policy Statement
- Diversity, Equity, Inclusion and Belonging Policy Statement
- Respectful Workplace Policy Statement

As a member of the **ICMM**, we actively engage with our peers on social performance, including DEIB. We are required to implement and publicly report and assure our performance against its Mining Principles and Performance Expectations, particularly Principle 1 – Ethical business, Principle 3 – Human rights, Principle 4 – Risk management, Principle 5 – Health and safety and Principle 9 – Social performance, as well as their related Performance Expectations. We are committed to improving DEIB in the mining industry in line with the ICMM's Diversity, Equity and Inclusion Position Statement.

As a member of the **World Gold Council**, we are required to implement and publicly report and assure our performance against its Responsible Gold Mining Principles, particularly Principle 6: Labour rights. In May 2025 we published our inaugural WGC RGMPs conformance self-assessment report, which was assured. The self-assessment report and assurance statement can be accessed at the following link: Responsible Gold Mining Principles

OUR DIVERSITY, EQUITY, INCLUSION AND BELONGING IMPACT

Our DEIB efforts aim to create a positive impact on our workforce and the broader community. We strive to minimise barriers to inclusion and maximise the benefits of a diverse workforce, ensuring all employees have equal opportunities to succeed.

Business risks	Negative impacts on our people and other stakeholders	Positive impacts
• Reputational damage due to failure to uphold human rights • Potential legal and regulatory penalties for non-compliance • Reduced employee morale and engagement if DEIB is not effectively managed	• Perpetuation of systemic inequalities • Decreased trust and support of employees, business partners and other stakeholders	• Enhanced innovation and problem-solving capabilities • Increased employee engagement and retention • Stronger relationships with diverse stakeholders • Talent attraction and retention due to strong Gold Fields brand and reputation

OUR DIVERSITY, EQUITY, INCLUSION AND BELONGING MANAGEMENT ACTIONS

The Gold Fields Way – our transformational culture journey – guides our work to advance DEIB in the Group, supported by the independent Respectful Workplace review conducted by Elizabeth Broderick & Co (EB&Co) published in 2023 and our updated internal progress report in February 2025. As we advance our focus on DEIB, we are building a safer, more inclusive and respectful work environment free of bullying, gender inequality (including sexual harassment), racism and other unacceptable forms of behaviour.

Significant actions include:

- Investing in specialist DEIB expertise and capability
- Training and development for leaders to promote inclusive leadership practices
- Strong focus on building line leader capability in having conversations, as talking to team members is an important part of a respectful, safe, and healthy workplace. It enables leaders to identify, assess and manage issues before they escalate and regularly check in on employee wellbeing. This is what we call our Respectful workplace toolkit
- Inclusive recruitment practices to attract and retain a diverse talent pool
- Clearly defined and communicated business case for building respectful and diverse workplaces
- Ensuring respect is one of our foundational values as a company and part of the Gold Fields Way.
- Workshops and training sessions to raise awareness on driving respectful workplaces with supporting toolkits and materials for leaders

Effectiveness of management actions

Gold Fields measures the effectiveness of its DEIB management actions through:

- Gathering regular employee feedback through surveys and focus groups to assess the impact of DEIB initiatives
- Periodically reviewing human capital policies and systematising processes to remove biases
- Monitoring and tracking trends in our DEIB dashboard to highlight potential areas for concern

HOW WE MEASURE OUR PERFORMANCE

Key metrics in measuring DEIB include:

- Female representation (2030 ESG target of 30% of total employees)
- Percentage of women in core mining roles
- Basic salary ratio for women to men
- In South Africa, representation of Historically Disadvantaged Persons
- Employee responses to culture surveys
- Talent lead indicators in diversity indicators for promotions, hires, turnover, successor nominations and talent pool make up

Our DEIB dashboard is shared with the Board quarterly, and our gender-related metrics are audited internally and externally as they are linked to our long-term incentive plan.

WHERE WE REPORT ON OUR PERFORMANCE

Reporting and disclosures on our DEIB approach and performance are shared in our:

- Integrated Annual Report
- ESG Databook and GRI Content Index
- Report to Stakeholders

CASE STUDY: Fostering safer, more inclusive workplaces in Australia

In 2024, we partnered with the Western Australian government to pilot the Respect in Mining Programme, aimed at tackling systemic issues such as bullying, discrimination and harassment in the mining industry. This initiative strengthens Gold Fields' existing Respectful Workplaces initiative and aligns with findings from the EB&Co workplace culture review.

Designed to increase awareness of the impact of gender inequality on women's safety and the impact of gendered division in leadership, the pilot also developed tools and resources to improve workplace culture, policies and practice with the aim to ultimately create safer workplaces for women.

The programme provides a blueprint for industry-wide change, with tools developed during the pilot forming the foundation of an enhanced Respectful Workplaces programme to be rolled out globally across all our operations. Our participation in the pilot demonstrates Gold Fields' commitment to creating workplaces where respect, safety and inclusion are non-negotiable.