Our Approach to People Management

People management is essential to creating a harmonious and productive work environment. We are committed to fostering open communication, mutual respect and collaboration between our employees and management.

At Gold Fields, we are committed at all times to treating our people fairly and in line with our values. Over the past several years, we have placed significant focus on our culture journey, including detailed work to understand both our current culture and the culture we aspire to create for our people. Transforming our culture into one of **Care and Accountability** is embedded in our business plans and leadership performance objectives. We expect the same standard of fairness and accountability to extend to the business partners we work with across our operations.

A core part of this commitment is embracing the principles of freedom of association. We recognise and respect the role of organised labour, with union involvement in most of our jurisdictions, including South Africa, Chile, Peru, and Australia. We maintain a fair and transparent approach to engaging with employees and their representatives, ensuring that key business issues between management and organised labour are addressed constructively, and that shop stewards and union representatives are respected participants in our operations.

Our structured engagement approach ensures that all matters are handled timeously and professionally.

Our main stakeholders in people management are:

- **Our people (employees and business partners):** who drive the implementation of our strategy by working together, supporting and trusting one another to be collectively powerful and unlock our purpose and vision.
- **Organised labour:** who expect fair and transparent engagement, respect for the rights of employees, and meaningful consultation on issues that affect working conditions and livelihoods.
- **Governments and regulators:** who require compliance with all relevant legislation and expect us to uphold the human rights of our people and host communities.
- **Local communities:** who are integral stakeholders in the regions where we operate. We actively promote local employment and skills development as part of our commitment to creating shared value and supporting socio-economic development.

We engage with these stakeholders through regular consultations, collaborative initiatives, and transparent reporting to address labour-related challenges and opportunities. These engagements help shape our Group and jurisdictional strategies, ensuring that our approach to people management is collaborative, inclusive, and aligned with our values.

OUR COMMITMENTS TO PEOPLE MANAGEMENT

The following policies and guidelines support our approach to people management:

- Stakeholder Relationship and Engagement Policy Statement
- Human Rights Policy Statement
- Disciplinary and Grievance Policy
- Occupational Health and Safety Policy Statement
- Respectful Workplace Policy Statement

- Diversity, Equity, Inclusion and Belonging Policy Statement
- Sexual Harassment Policy
- Disciplinary and Grievance Policy
- Principles on Flexible Work

In addition to our commitment to fair treatment, cultural transformation, and constructive engagement with employees, organised labour, governments, and local communities, Gold Fields upholds the highest international standards on human rights and labour practices. Our approach is informed by legislation in the countries where we operate as well as by global frameworks such as the International Labour Organization (ILO) conventions.

We have a zero-tolerance stance on human trafficking, slavery, forced labour, and child labour. This is fully aligned with the International Council on Mining and Metals (ICMM) Principle 3 on human rights and its associated Performance Expectations, to which we are a committed signatory.

As a member of the World Gold Council (WGC), we also apply its Responsible Gold Mining Principles (RGMPs) and publicly report on our performance against them. Principle 6, which addresses labour rights, is particularly central to our people practices. In May 2025, we published our first WGC RGMPs conformance self-assessment report, which was independently assured. Both the report and the assurance statement are publicly available here: Responsible Gold Mining Principles Conformance Report.

OUR PEOPLE MANAGEMENT IMPACT

We aim for a balanced approach to people management that considers the interests of employees and the Company.

Business risks	Negative impacts on others	Positive impacts
• Increased turnover rates • Work stoppages due to strike activity • Reputational damage	• Dissatisfaction in our workforce • Community unrest due to poor people management	• Collaborative decision-making • Improved job satisfaction • Enhanced reputation and stakeholder trust

OUR PEOPLE MANAGEMENT ACTIONS

Our engagement with employees and organised labour forms a central part of our broader stakeholder relations management approach (see here). In addition to upholding the principles of freedom of association and collective bargaining, we require our contractors to adhere to the same standards.

We are committed to open and constructive dialogue with our employees through a variety of engagement forums, including those required by legislation. We provide clear and accessible channels for employees to raise concerns, share feedback, and work with management to find solutions. These forums also support fair and transparent wage negotiations, helping us build trust and maintain strong, respectful workplace relationships.

Our management approach to labour and management relations champions:

- **Equal opportunities and non-discrimination:** We provide equal opportunities for all employees irrespective of race, gender, nationality, religion, age, disability and ethnicity. We maintain a zero-tolerance policy towards any form of discrimination, harassment or victimisation
- **Employee engagement and communication:** We prioritise open and transparent communication between employees and management. Our regular channels for dialogue include town hall meetings, employee forums and other regular feedback mechanisms to share and address concerns, suggestions and ideas. We encourage active participation and seek to create a culture of trust and transparency that foster a sense of ownership and engagement, leading to better collaboration and improved job satisfaction
- **Health, safety and wellbeing:** We prioritise our people's health, safety and wellbeing and comply with all applicable laws and regulations related to occupational health and safety. We invest in training programmes, provide personal protective equipment, conduct regular risk assessments and promote a culture of safety awareness to minimise workplace hazards and incidents
- **Employee representation and collective bargaining:** We recognise the importance of employee representation in decision-making processes. We actively engage with employee representative bodies, such as labour unions, to ensure the interests of our workforce are represented and considered. We value the input of employee representatives and work collaboratively to find mutually beneficial solutions. We negotiate in good faith to establish fair and equitable collective bargaining agreements
- **Conflict resolution:** We are committed to resolving conflicts fairly and timeously. Our grievance procedures provide a framework for employees to raise concerns or disputes. We ensure these procedures are accessible, transparent and impartial while promoting a culture of respect and fairness. We encourage open dialogue and mediation to find amicable solutions whenever possible. We use external third-party specialists as required
- **Fair and competitive remuneration:** We believe in providing fair and competitive remuneration to our employees. We conduct regular market reviews to ensure our compensation packages align with industry standards and remain competitive. We engage in constructive dialogue with employee representatives to address any concerns related to remuneration and benefits
- **Performance management and recognition:** We believe in setting clear performance expectations and providing regular feedback to help employees excel. We have a robust performance management system that recognises and rewards high performers. We also celebrate achievements and milestones to foster a culture of recognition and appreciation
- **Learning and development:** We invest in training and developing employees and management to enhance their skills and capabilities. We provide training programmes on people relations, conflict resolution, communication and other relevant topics to ensure both parties have the necessary knowledge and tools to build positive relationships and effectively address people-related issues
- **Human rights:** The impact of our working environment, policies and procedures on employees and contractors is one of Gold Fields' eight salient human rights issues. We adhere to all applicable labour laws, regulations and international labour standards. We promote ethical conduct and respect for human rights throughout our operations and strive for fair employment practices, including equal opportunity, non-discrimination, and fair treatment of employees at all levels of the organisation. We provide site-level grievance mechanisms for our workforce

For more detail, refer to our management approaches for:

- Safety, health and wellbeing
- Diversity, equity, inclusion and belonging
- Attract, retain and enhance talent and skills
- Human rights
- Stakeholder engagement and relations

Effectiveness of management actions

- Regularly reviewing and updating our policies and procedures to align with best practices and industry standards
- Soliciting feedback from employees and engaging in partnerships with external stakeholders to enhance our management approach

HOW WE MEASURE OUR PERFORMANCE

Key metrics in measuring people management include:

- Fair Treatment, Equal Opportunity & Non-Discrimination:
  - Diversity ratios (gender, ethnicity, disability)
  - Pay equity ratio (by gender)
  - Number of discrimination/harassment cases raised and resolved
- Employee Engagement & Communication:
  - Employee engagement survey scores (trust in leadership, communication effectiveness, culture of accountability)
  - Turnover rates
- Health, Safety & Wellbeing:
  - Total Recordable Injury Frequency Rate (TRIFR) and other lagging safety indicators
  - Leading safety indicators (safety interactions, risk assessments completed)
- Employee Representation & Collective Bargaining:
  - % of workforce covered by collective agreements
- Conflict Resolution & Grievance Handling:
  - Number of grievances raised vs. resolved
- Remuneration:
  - Pay competitiveness vs. market media
  - Internal pay equity trends (year-on-year improvements)
- Performance Management & Leadership Accountability:
  - % of employees with completed performance reviews
  - Performance distribution curves (to monitor fairness and rigour)
- Local Communities & Employment
  - % of employees hired from local communities
  - % of procurement spend with local suppliers/SMEs

Our people management metrics are audited internally and externally to ensure transparency and accountability.

WHERE WE REPORT ON OUR PERFORMANCE

Reporting and disclosures on our people management approach and performance are shared in our:

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