# Our management approach to stakeholder engagement and relations

*Stakeholders are integral to our business, representing a wide range of rights, expectations and interests that influence and are impacted by our operations. Strong relationships and the value we create and distribute to our stakeholders support more than just our social licence to operate – it is at the core of our purpose of creating enduring value beyond mining.*

Gold Fields is committed to building and maintaining strong, transparent and mutually beneficial relationships with all our stakeholders. Our Stakeholder Engagement Strategy recognises the crucial role of stakeholders in our business, and our work is underpinned by maintaining and strengthening stakeholder relationships based on respect, trust and transparency. For engagement to be meaningful, it must allow for collaborative and informed decision-making that balances our stakeholders' interests, needs and expectations with our own. This balance is also reflected in our approach to shared value, with a commitment to achieving outcomes that benefit both the Group and our stakeholders. Stakeholder engagement and relations are central to pilar 2 of our strategy, which commits us to building on our leading commitment to environmental, social and governance (ESG) matters.

Our main stakeholders are:

- **Employees**, who expect a safe, respectful, and inclusive workplace that fosters innovation, offers fair compensation, growth opportunities, and supports fulfilling careers
- **Host communities**, who expect meaningful engagement, benefit sharing through jobs and procurement, socio-economic development, mitigation of social and environmental impacts, and respect for their rights, culture, and heritage
- **Business partners (suppliers and contractors)**, who expect local procurement and supplier support, sustainable practices, timely payments, respectful workplaces, and inclusive business opportunities
- **Capital providers**, who expect strong financial performance, ethical leadership, strategic execution, sustainability progress, and competitive returns
- **Governments**, who expect legal compliance, ethical conduct, tax contributions, local economic support, community investment, and environmental responsibility

We incentivise our management teams with 2030 ESG targets, all of which directly impact our stakeholders. Effective stakeholder engagement and relations are essential to achieving these targets. We engage with stakeholders through regular consultations, collaborative initiatives and transparent reporting to address challenges and seize opportunities.

## OUR COMMITMENTS TO STAKEHOLDER ENGAGEMENT AND RELATIONS

Our Community Relations and Stakeholder Engagement Handbook provides practical advice on building and securing stakeholder relationships. Additionally, the main policies supporting stakeholder engagement and relations include our:

- Stakeholder Relationship and Engagement Policy Statement
- Community Policy Statement
- Sustainable Development Policy Statement
- Human Rights Policy Statement

- Whistleblowing Policy
- Code of Conduct

We are guided by the AA1000 AccountAbility Principles of materiality, responsiveness, inclusivity and impact in our stakeholder engagement.

As a member of the International Council on Mining and Metal (ICMM), we implement and publicly report and assure our performance against its Mining Principles and Performance Expectations, particularly Principle 4 – Risk management, Principle 6 – Environmental performance, Principle 9 – Social performance and Principle 10 – Stakeholder engagement. We also apply all the ICMM's supplementary guidance on stakeholder engagement and relations, including its Position Statement on Diversity, Equity and Inclusion.

As a member of the **World Gold Council** (WGC),we implement and publicly report and assure our performance against its Responsible Gold Mining Principles, particularly Principle 2 – Understanding our impacts. 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 Conformance Report.

We engage with peers on stakeholder engagement through several ICMM and WGC working groups. In addition, we actively participate in national industry associations in our countries of operation, which focus on stakeholder engagement and relations, particularly with governments.

## OUR STAKEHOLDER ENGAGEMENT AND RELATIONS IMPACT

We want to be the gold mining company investors choose to invest in, governments and communities prefer as partners in managing their mines, and people want to work for. As such, we endeavour to manage negative impacts and amplify positive impacts through mutually beneficial stakeholder relationships.

| Business risk | Negative impacts on stakeholders | Positive impacts |
|---|---|---|
| • Loss of social licence to operate due to ineffective stakeholder engagement<br>• Reputational damage from stakeholder dissatisfaction or unaddressed concerns<br>• Operational disruptions due to conflicts with stakeholders | • Unmet stakeholder expectations | • Enhanced trust and strong relationships with stakeholders<br>• Improved community relations and local development outcomes<br>• Increased stakeholder support for our operations and initiatives<br>• Enhanced reputation as a responsible and transparent company |

## OUR STAKEHOLDER ENGAGEMENT AND RELATIONS MANAGEMENT ACTIONS

At an operational level, all our projects and mines identify, prioritise and directly engage stakeholders who can influence their operational, sustainability or financial performance. This direct engagement includes organised dialogues, roundtable discussions, one-on-one meetings, internal surveys and regular interactions with local communities, community-based non-governmental organisations and local government representatives. All our operations have stakeholder engagement plans and established grievance mechanisms to address and resolve any issues arising from our activities.

Our stakeholder engagement and relations management actions include:

- **Understanding society context and needs**: Identifying relevant social, cultural and economic information about stakeholders and their context allow to better design our shared-value solutions and improve our understanding of our operating environment.
- **Building dialogue:** Dialogue enables two-way engagement and allows stakeholders to raise key concerns. While we have made good progress in building dialogue, we understand more work needs to be done to foster meaningful relationships and trust – which is the key to finding solutions that deliver value to all
- **Building trust:** We continually work to build trust with stakeholders, which requires ongoing dialogue and a willingness to communicate and understand, make balanced decisions and achieve shared goals
- **Balancing interests:** To develop shared-value solutions to stakeholders' challenges, we balance their interests, needs and expectations with Gold Fields' best interests
- **Matrixed engagement:** Recognising that stakeholders have interests and expectations over multiple areas of our business, we take a holistic approach to ensure multiple Gold Fields functions address stakeholders' needs

### Effectiveness of management actions

We monitor our stakeholder interactions and record our workforce's interactions with stakeholders to ensure accountability. Outcomes are communicated through our Enterprise Risk Management process, thus forming a crucial part of the Group's risk management programme and mitigation measures.

We also run several focused surveys to gauge the strength of our stakeholder relationships and help us address challenges. These include baseline stakeholder perception surveys, employee engagement surveys, government relations independent assessments and mine-community relationship assessments. We use the insights from these assessments to inform our stakeholder engagement plans.

## HOW WE MEASURE OUR PERFORMANCE

Key metrics in measuring stakeholder engagement and relations include:

- Number of annual engagements with stakeholder groups
- Grievances lodged by stakeholder groups
- Outcomes of perception surveys and relationship assessments
- Value created and distribution

Some of our stakeholder engagement and relations metrics are audited externally to ensure transparency and accountability.

## WHERE WE REPORT ON OUR PERFORMANCE

Reporting and disclosures on our stakeholder engagement and relations approach and performance are shared in our:

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