



GOLD FIELDS

The Gold Fields Way

Our Playbook

Working together as one team



#Stronger *Together*



WHAT IS THE *Gold Fields Way?*

The **Gold Fields Way** gives you everything you need to know about our company – what we believe in, who we are, how our business works and what we are striving to achieve.



Our culture sits at the heart of the **Gold Fields Way**. We are a diverse company made up of individuals across many countries and different continents, but we are all part of one Gold Fields family. Our culture is the glue that binds us all together. We celebrate our rich diversity and strengths, knowing that our Gold Fields culture is the one thing we all have in common.

Chapter 1: The Gold Fields Way

This chapter contains everything you need to know about Gold Fields.

One Gold Fields Way – the way we behave at Gold Fields



WHAT IS *culture*?

Our culture is exhibited through the experiences, beliefs, behaviours, habits, values, rituals and symbols that together form the personality of our organisation.

Our culture underpins our people's experience of Gold Fields and plays an important role in the reason they choose to join, leave or stay with us.

At its core, culture is the glue that binds us together. While we might all be different, we have **one shared, common Gold Fields Way.**

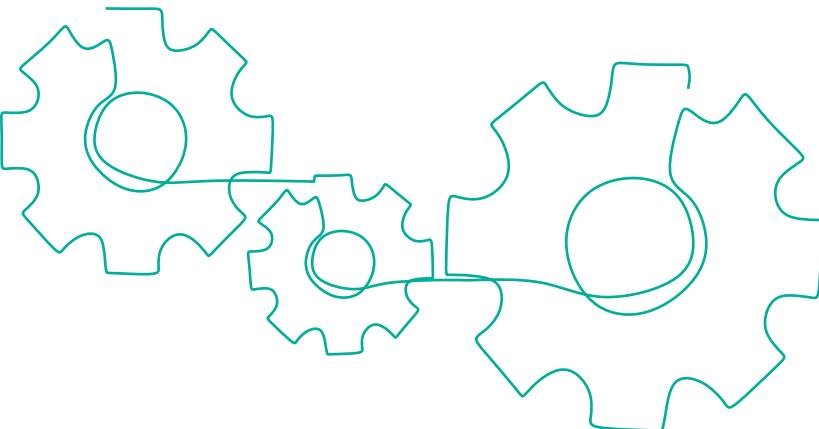


Vision without action is just a dream, action without vision just passes the time, vision with action can change the world.”

– Nelson Mandela

PURPOSEFULLY DEVELOPING

The Gold Fields Way

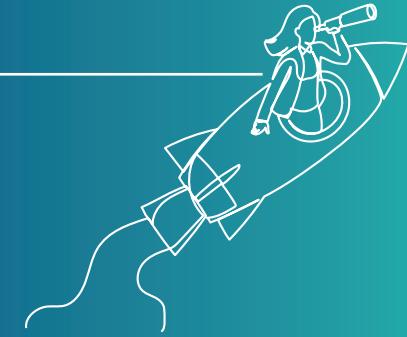


Why this, why now?

Every company has a culture. The Gold Fields culture has developed organically over time, but as we move into the future with new goals we have the opportunity to develop our culture in a more purposeful way.

Culture can be a powerful tailwind that propels us forward, helping us to achieve our Purpose and Vision. This is why we've taken the step to intentionally develop the culture that we need to get us where we want to be as a company. It defines how we behave and how we treat each other.

This culture is built on the foundation of One Gold Fields – it is the commonality we all share with one another, the thing that makes us **#StrongerTogether**.



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KEEPING THE BEST - WHILE MAKING *improvements*

Purposefully building a culture doesn't mean starting from scratch. We want to keep the things we're good at that have made us successful – and grow those areas that can give us an even bigger boost to achieve our future goals. We asked you for feedback and based our culture aspiration on what you have told us.



THE GOLD FIELDS WAY *ambition*



one

We are part of One Gold Fields – a united team with a single, unifying Purpose, Vision, set of Values and culture. While we recognise and celebrate the many different people, languages, countries and cultures we have around the world, we know that we are all part of one family that has one purpose and one common Gold Fields culture.

caring

We want our people to feel they truly matter – something that can only be achieved through a culture of deep care, respect and kindness. We want to build a company where people are eager and happy to come to work, where they can build positive relationships with their colleagues and can experience a sense of emotional and psychological safety.

courageous

We can achieve great things together if we have the courage to dream big and to push our personal and business boundaries. We look for new and better ways of doing things, for innovative ways to get the job done safely and smartly. We are also brave enough to speak up, have difficult conversations and listen to challenging feedback.

#Stronger *Together*



inclusive team

We know that our team is stronger when we include our people with different talents, world views, cultural contexts, and problem-solving approaches. Diversity, equity and inclusion makes us stronger, faster, smarter, better, and creates a space where everyone feels they belong.

connected

Being connected means working together towards a common goal, with a single purpose in mind. While we operate in locations across the globe and in many different disciplines and departments, being connected pulls us together as a team and enables us to work smarter and seamlessly together.

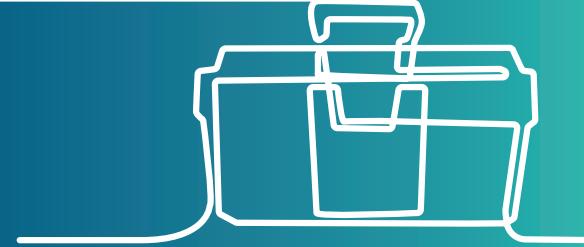
delivering great impact together

When we work together we can make a positive impact on the lives of all the people touched by our business. This is what it means to be #StrongerTogether

THE GOLD FIELDS WAY: 4 PRIORITY AREAS

OUR *4* PRIORITY THEMES

We are going to focus on these four themes to bring our ambition to life.

**ONE TEAM****One caring, inclusive, empowered team**

We belong to one Gold Fields team. We have common values and one shared identity. We work together, caring, supporting and trusting each other. We delegate and empower, respect individual voices and listen to one another to be collectively powerful.

**RESPECTFUL WORKPLACE****Guaranteed human dignity**

Together we create a safe working environment where we all feel respected and valued. We are truly empowered to speak up in an environment free of harmful behaviour.

UNLOCKING POTENTIAL**Learning, innovation and aspiration**

We are courageous and ambitious for ourselves and our organisation. We are forward looking, continuously seeking new challenges and embracing learning to unlock our shared Purpose and Vision. Our working environment provides opportunities to be curious, innovate and share best practice. We are a learning organisation invested in building capability and offering inspiring career journeys.

WORKING SMARTER TOGETHER**Efficient, agile and tech enabled**

Together we are ordered, efficient and agile. We collaborate with ease across teams, functions and regions to achieve the right momentum. Smart processes and technology, supported by data and insights enable working smarter together. We anticipate and adopt technology to enable better ways of working. We deliver great impact with ease.

THE *attributes* OF THE GOLD FIELDS WAY

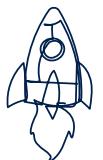
Culture is built first and foremost by the way people behave. The 10 Culture Attributes describe behaviours we all need to display to bring our aspirational culture to life.



COLLABORATIVE

We deliver together, connecting seamlessly across our business

We align and work together smoothly across teams, functions and regions to deliver the best possible outcomes.



EMPOWERED

Our culture of participation and ownership allows us to thrive together

Our people are truly empowered to speak up and act with individual autonomy; management encourages and listens to ideas from everyone. We take shared ownership for our future success.



VISIONARY

We are a forward-looking, courageous and inspiring place to work

We are strategic and purposeful in our thinking. We are ambitious and courageous in making the decisions to shape our future.



CARING

We have a culture of deep care, respect and empathy

Care runs deep in our culture. People truly feel they matter. With respect and empathy, we build positive working relationships and psychological safety. People are eager and happy to come to work.



FAIR

Our culture is built on fairness and trust

Our ethics and values are 'lived' daily, we embrace diversity, equity and inclusion. We act fairly in everything we do.



SAFETY

We take care of each other every day

We each take personal responsibility to ensure we are all safe and healthy at work every day. Gold Fields is a safe place to work.



EFFICIENCY

Efficiency is fueled by our agility, smart processes and technology

Our people, processes and technology work effectively together. We respond nimbly to change and pivot as needed. We are resilient in the face challenges and setbacks.



LEARNING

Learning and innovation is at the heart of our culture

With a learning mindset we are adaptive and open, we embrace digital innovation, encourage creativity and stay open to new and different ideas in the spirit of continuous improvement.



PARTNERSHIP

We actively engage and collaborate with our business partners and stakeholders to build value-adding and trusted relationships

We are a trusted and valued mining partner; we build strong relationships with our business partners and stakeholders, based on trust, honesty and frequent engagement.



RESULTS-FOCUSED

We focus on achieving superior results together

In pursuit of excellence, we deliver quality work and tenaciously deliver on our commitments.

OUR ROLE IN MAKING CHANGE

YOUR ROLE IN

making change



The **Gold Fields Way** defines the way we want everyone to behave and act in Gold Fields. It is therefore everyone's responsibility to live the **Gold Fields Way**. Our culture will only change when we all change our own behaviours. This is why this journey is a collaborative effort and is only possible if we are **#StrongerTogether**.

Responsibility for living the **Gold Fields Way** is not the responsibility of any specific department or leader – it lies with each one of us from senior leaders to individual employees.

Your role is to:

1. Personally aspire to live the **Gold Fields Way** – demonstrate the attributes that will help us achieve the **Gold Fields Way**
2. Show courage and speak up if people around you are not living the **Gold Fields Way**
3. Think about and implement ways to make the **Gold Fields Way** come to life in your day-to-day work with your teams and colleagues
4. Make a positive difference and focus on treating others in a way that is aligned to the **Gold Fields Way**
5. Get involved in our campaigns and tell us your stories as this journey unfolds
6. Support the roll out of the **Gold Fields Way** – attend the information sessions, and training sessions to learn more about the **Gold Fields Way**

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Join the journey....

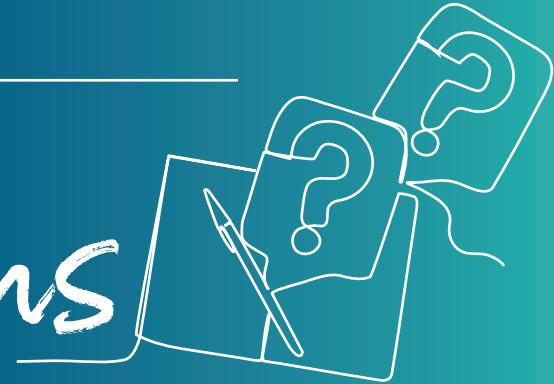
THE Gold Fields Way



We've developed an ambition that captures the culture that we aspire to have. If you were to describe the Gold Fields culture in one sentence, this would be it. It is this culture that will make us **#StrongerTogether**.

GOLD FIELDS WAY FAQs

ANSWERING YOUR

Questions**WE HAVE ELEMENTS OF A POSITIVE CULTURE ALREADY. WHAT NEEDS TO CHANGE?**

Yes we do. We have many positive culture attributes and are not starting from scratch. We are a successful business, but as we move into a new era with a brave new Purpose and bold ambitions, we can reframe elements of our culture as a tailwind to drive us forward. We are now purposefully-designing our culture – the **Gold Fields Way**, imagine how much more successful we can be if we pull all our people together into a single team, and ensure they feel valued, included and empowered. This will make Gold Fields the best place to work.

WHY ARE WE FOCUSING ON ONE GOLD FIELDS WAY NOW?

Gold Fields is evolving and the world of mining and business is becoming increasingly competitive. Our stakeholders are expecting more of us. While a Gold Fields culture has developed over time, it isn't a unified single culture – there are different regional Gold Fields cultures. We know that to achieve our strategy we need to pull together as a single team, as One Gold Fields. Which is why we've made this move to purposefully design the culture we need to drive the business forward.

HOW DID THE ELEMENTS OF THE GOLD FIELDS WAY EMERGE?

You gave us feedback on what was good about the Gold Fields culture and the areas we needed to work on. We used your input to craft our Culture Ambition, the key behaviours and the priority areas we'd need to focus on to achieve the culture we're aspiring to. In other words, the culture ambition was co-created by you and the leaders in Gold Fields.

HOW DO WE ENSURE EVERYONE IS ABLE TO LIVE THE GOLD FIELDS WAY?

We're including culture in how we measure performance and how we identify talent. And don't forget that we all have a role to play in living the culture ourselves, and in speaking up when others don't live our aspirated culture.

WHO IS RESPONSIBLE FOR THE GOLD FIELDS WAY?

Culture is lived. Everyone in Gold Fields has a role to play – we all need to display the right behaviours and attitudes at work. We will all be part of the culture roll-out and bringing it to life, and we need your feedback and input along the way on how we are doing.

HOW LONG WILL THIS TAKE UNTIL WE EXPERIENCE A CHANGE IN THE CULTURE?

Culture change takes time and we know this journey can take two to three years to be fully embedded. But you'll start to experience changes over the coming year in the way we do things and conduct business.

HOW DO I GET INVOLVED?

Culture has a way of multiplying itself. If you can live the culture and inspire ten people around you to get behind our culture aspiration and live the culture too, you'll be playing a powerful part in building the culture. If those ten people you influence go on to each influence ten others, we'll create a culture wave that will sweep through the company. So be the one who sets an example and positively influences 10!