



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 be one inclusive team – caring, connected and courageous – delivering great impact together. 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 contractors:** Individuals from diverse backgrounds who contribute to our inclusive culture
- **Local 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 (including the ICMM)

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](#) (last updated in 2024)
- [Diversity, Equity, Inclusion and Belonging Policy Statement](#) (last updated in 2023)
- [Respectful Workplace Policy Statement](#) (last updated in 2023)

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.

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.

Negative impacts on Gold Fields	Negative impacts on others	Positive impacts
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Perpetuation of systemic inequalities• Decreased community trust and support	<ul style="list-style-type: none">• Enhanced innovation and problem-solving capabilities• Increased employee engagement and retention• Stronger relationships with diverse communities and stakeholders

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 Elizabeth Broderick & Co's (EB&Co's) [Respectful Workplace review](#) published in 2023. By implementing EB&Co's recommendations, 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
- Inclusive recruitment practices to attract and retain a diverse talent pool
- Workshops and training sessions to raise awareness and mitigate unconscious bias, and various initiatives and programmes in each region, with a focus on women in mining

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
- Conducting independent external reviews to evaluate the effectiveness of DEIB programmes
- 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

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](#)
- [Report to Stakeholders](#)
- [Sustainability databook](#)

CASE STUDY: The Protagonistas Mineras programme: Pioneering female mining internships in Peru

Mining plays a crucial role in Peru's economy, employing a significant portion of the population. Despite this, female representation in the sector remains limited, particularly in key operational and leadership positions. Efforts to increase female participation in mining are essential to address this imbalance and promote gender equality in the industry. The challenges are highlighted by global reports indicating a persistent gender gap in the workforce, with Peru facing significant hurdles in closing this gap compared to other countries.

Cerro Corona is proud to be among the leading mining companies in Peru in this regard, with one of the highest proportions of women in our workforce. This achievement reflects our dedication to closing gender gaps in mining through various initiatives.

Our pioneering female mining internship programme is a standout initiative, the first of its kind in Peru. This annual programme recruits female graduates with mining-related degrees, pairing them with mentors for tailored development plans covering technical and soft skills. Through this programme, we aim to create job opportunities for women in mining, advancing gender equality in the sector. Protagonistas Mineras – or mining leaders – is a programme built on openness, transparency and meritocracy. In 2023, we received an overwhelming response, with 7,074 applicants from across Peru. Ultimately, we selected 22 “protagonistas” who now work across various Gold Fields departments in Peru.

In 2024, we will welcome female graduates from various disciplines, including engineering, systems engineering and business administration.