

BRIEF TO THE PEOPLE OF SOUTH DEEP

WEEK OF 7 – 11 FEBRUARY



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VP: South Deep

LET'S TALK

Employee engagement survey results, Uncontrolled release of Energy

Dear Colleagues

South Deep is committed to creating and supporting a work environment that makes all our people feel engaged, that fosters inclusion and diversity, and that allows all employees to make a meaningful contribution and reach their full potential. We believe that feeling connected to and valued by the company is the foundation from which we can live our values, achieve our personal and business objectives, and realise our aspiration of “Being the beacon of pride for our people, our communities, our stakeholders and our shareholders.”

We conducted the Gold Fields group-wide employee engagement Climate Survey in October/November 2021 and it is very encouraging that 1 899 South Deep employees (76% of the workforce) responded. This is an increase of 426 participants compared to those who participated last year. We are encouraged by this improvement and we would like to thank all those that participated. Pleasingly, of the 1899 participants, 83.5% of our people (1586) are proud to tell people that they work at Gold Fields South Deep Mine. Our aim is to work towards getting this to 100%.

The results of the survey will provide valuable insight into our company's strengths and where improvements can be made to further increase employee engagement. This will present us with an opportunity to further shape our future.

ENGAGEMENT CATEGORIES:

- Communication
- Vision and purpose
- Change and innovation
- Procedural justice
- Enabling environment
- Upward communication
- Reward and recognition
- Mental health
- Leader-member exchange
- Organisational value for safety
- Perceived organisational support
- Diversity and inclusion
- Teamwork
- COVID-19
- Management credibility

There was an improvement in engagement levels in most categories

WHAT WE CAN ASSURE

The results vary across the different departments and job categories and these helps us to see where we are doing well and where we need to improve. We want to reassure all employees that the survey responses are anonymous and no one within Gold Fields or South Deep Mine will see your individually completed survey.

WE HEARD YOU

In this brief we share some of the findings, but the detail of the survey results will be shared by Exco and Opco members, after which feedback and workshop sessions will be scheduled with various teams. Your feedback will assist us to understand the priority issues our employees are facing and to develop action plans to address them accordingly.



5 HIGHEST SCORING QUESTIONS

1.	I am regularly informed about the impact COVID-19 is having on our organisation 88%
2.	I am confident in the way our organisation is managing the impact of COVID-19 on staff wellbeing 87.4%
3.	I am proud to tell people I work for Gold Fields South Deep Mine 83.5%
4.	I enjoy working in my team 82.5%
5.	At Gold Fields we have a clear and compelling vision 82%

WHAT WE DID WELL

We are proud of the way our leaders and people responded to the challenges faced by the COVID-19 pandemic. It has been an unprecedented two years and it is heartening that our response to the pandemic was acknowledged internally and externally. Although we sadly lost colleagues and loved ones to the pandemic, we believe that our strategy saved countless lives and ensured that we as a business could continue to operate safely, saving both lives and livelihoods.

It is very encouraging that over 83.5% of respondents are proud to work for Gold Fields and enjoy working in their teams. Teamwork makes us more productive and is at the heart of one of our core values – Collaborative Delivery.

We can only achieve our goals if we all understand our purpose and vision and it is very positive that 82% of respondents recognise and are aware that we have a clear vision of where we want to be and how we plan to get there.

Other areas of improvement worth noting are that 81% of respondents “believe that Gold Fields has adopted the latest technology to make it successful in the future”, this is a 5.7% increase from last year's survey and means that our people are embracing a vision of being a mechanised Mine of the Future.

We have also noted the increase in positive scores for the way we communicate especially around our performance as a company and the understanding of what needs to be done to make the Mine sustainable.



Safety



Integrity



Respect



Responsibility



Innovation



Collaborative
Delivery



GOLD FIELDS

5 LOWEST SCORING QUESTIONS

5.	At Gold Fields there are no favourites 67.5%
4.	It is safe to speak up and challenge the way things are done around here 67.3%
3.	My manager/supervisor takes interest in my learning and development 66.1%
2.	Considering all my efforts and achievements at work, I feel I am fairly rewarded 64.9%
1.	The ability to be promoted is a fair process 61.7%

WHERE WE AIM TO IMPROVE

The employee engagement Climate Survey gives us insight into where we can improve our processes and communication across all categories, particularly those that have lower scorings. We are encouraged that the lowest scoring questions do not reflect an overly negative picture. We will however strive to:



- Continuously work towards building a culture where everyone feels safe to speak up and challenge how things are done.
- Keep working towards providing an environment where everyone believes they have the opportunity to grow and develop.

WHAT YOU CAN EXPECT NEXT

We thank all employees who completed the survey and give you our assurance that we have heard you and that your feedback will go a long way towards helping us focus on what is important to you.

We will follow a phased approach in addressing areas for improvement, by implementing action plans prioritising the lowest scoring areas we believe are critical whilst maintaining areas that we scored high in.



IN OUR HANDS

Uncontrolled release of energy

Energy touches every aspect of our lives and without energy we would not survive. In our work context energy is key to everything we do and it's how we change and move everything. It can also pose a risk or become a hazard if not respected and controlled.

Any energy released in an uncontrolled manner poses a risk and could result in a Major Unwanted Event (MUE). Most MUEs involve or are triggered by an Uncontrolled Release of Energy.

Over the next month, as part of the In Our Hands safety campaign, Leaders will be taking their teams through the different types of energies that exist and the Critical Controls that need to be put in place to prevent Uncontrolled Release of Energy from causing an MUE.



Coronavirus

Together we can protect ourselves and those we care about

COVID-19 TESTING UPDATE

	At risk		Returning to work		Risk-based sampling		Persons under investigation		Total
	This week	Total	This week	Total	This week	Total	This week	Total	
Tested 2020	0	310	0	2,550	0	7,050	0	171	10,081
Tested 2021	0	268	0	3,018	0	15,642	0	171	19,099
Tested 2022	3	3	24	604	228	1,442	1	5	2,054
Total Tested	3	581	24	6,172	228	24,134	1	347	31,234
Positive	0	23	1	357	4	1,789	1	253	2,422
Negative	3	558	23	5,815	224	22,345	0	94	28,812
Awaiting Results	0	0	0	0	0	0	0	0	0
Deceased	0	0	0	0	0	4	0	11	15
Active cases	0	0	0	0	0	23	0	0	23
Recovery Testing	0	4	0	18	0	90	0	33	145
Employees in Hospital	0	0	0	0	0	0	0	0	0
Recoveries									
Recovered as per NICD	0	23	30	357	79	1,783	4	252	2,415
Recovered (back at work)	2	23	34	357	148	1,779	11	252	2,411
Unfit for Work/Sick leave	0	0	0	0	0	1	0	0	1
Medical Assessment in Progress	0	0	0	0	3	3	0	0	3
Not yet Assessed	0	0	0	0	0	0	0	0	0
Vaccination Programme									
Number of 1st vaccinations	4,600								
Number of 2nd vaccinations	3,998								



GOLD FIELDS