



**GOLD FIELDS**

# Let's Talk

**BRIEF TO THE PEOPLE OF SOUTH DEEP**  
WEEK OF 17 MARCH 2023

**Human Rights Day, EFF planned shutdown and public holiday, Our Culture Journey, National Water Week**



**Benford Mokoatle**  
Acting EVP: South Africa

**Benford Mokoatle**  
VP: South Deep

Dear Colleagues,

## Human Rights Day – 21 March 2023

On 21 March 2023, we commemorate Human Rights day. This day serves to remind us of the fundamental rights that every human being is entitled to – regardless of their race, gender, religion, nationality, or any other characteristic.

It is also a reminder that every individual has inherent dignity and worth, and that collectively, we have an obligation to ensure that everybody's rights are respected and protected.

As we plan to commemorate Human Rights Day, let us recognise that many people around the world still face discrimination, oppression, and violence, and that their human rights are being violated every day. Whilst we may not always be in a position to change the plight of these individuals, we can make a difference in our homes, communities and workplaces. Let us strive to create an environment where everyone can live freely and with dignity, where no one is left behind, and where justice and equality are the cornerstones of society.

Let us take up the mantle of human rights advocates, to speak out against injustice and discrimination, and create an environment where people feel comfortable expressing their opinions, concerns, and feedback without fear of retaliation or judgment.

Together, we can build a world where human rights are a reality for all.

**BENFORD**

**Benford Mokoatle**  
Acting EVP: South Africa



## Important information about EFF planned shutdown and public holiday on 22 March

As extensively reported in the media over the last few days, the South African Federation of Trade Unions (SAFTU) has obtained a Section 77 (of the Labour Relations Act) notice to embark on a social and economic protest action on Monday, 20 March 2023. This will coincide with the Economic Freedom Fighters (EFF) planned national shutdown. This serves to make our people aware that although the SAFTU protest action will be protected, the principle of no-work-no-pay will apply to any employee who wishes to participate in such protest action on a day that he or she would ordinarily be expected to work.

In addition, please note that Human Rights Day is on 21 March 2023 which is a Public Holiday for employees who do not receive a shift allowance. This is however a normal shift in terms of the working cycle calendar for employees on a 4x4, 6-1; 5-2, 4-3; 5-2, 11-3 and 7-1; 7-1; 7-5 shift configuration. Any absences on this day must be covered through a valid medical certificate or a pre-approved leave form.

## Our culture journey

In 2022, Gold Fields embarked on an exciting journey to understand the organisational culture across its various operations. We invited employees, and contractors, to participate in a global culture survey to find out what we were doing well, where we were falling short and, importantly, what we should be doing better to create an inclusive, caring, connected and high-performing organisation.

Put simply, a company's culture is embodied in "the way we do things" and includes our values and our common behaviours. Culture is important in creating a positive work environment where all our people

feel respected, included, engaged and motivated. Our people are our greatest asset and are at the heart of our organisation. It is imperative that we create the right culture and a respectful workplace that is free from harassment and bullying.

We are proud that many people from South Deep participated in the listening sessions and interviews.

In July 2022 we also commissioned the services of Elizabeth Broderick & Co. (EB & Co) to conduct an external review of our culture with a specific focus on harmful behaviours such as harassment, bullying and discrimination.



**Safety**



**Integrity**



**Respect**



**Responsibility**



**Innovation**



**Collaborative  
Delivery**



# We heard you

We are awaiting feedback from the EB & Co work, but in the interim, we wanted to share some of the themes emerging from the Korn Ferry work. A number of key themes have emerged:

## Positive feedback

1.	Focus on results and profitability
2.	Deep commitment to deliver on promises
3.	Focus on safety and managing operational risk
4.	Focus on community involvement and ESG "beyond" Gold Fields

The combined view expressed by South Deep's people during the Focus Groups shows a clear desire for a more People focus vs Task orientation, a more Participative future culture (vs a top-down, Hierarchical culture current state) and a Long-Term Perspective to be in place.

Over the last three days, we convened engagements with our Front Line Leaders to obtain their input on how these findings can be addressed.

The next phase in the process is to specifically launch focus group sessions with our female employees and business partners, to seek their input into potential solutions that relate to:

1.	Female Change Houses
2.	Female PPE
3.	How Females Commute To and From Work
4.	UG Sanitation
5.	Harassment

## Areas for improvement

1.	Hierarchical culture
2.	Inefficiency and weak collaboration
3.	Overly task driven
4.	Short-termism
5.	Hard to Speak Up
6.	Lack of shared identity

These sessions will take place over the period of 22 – 29 March 2023.

In the coming months we will also, as part of the Group's broader culture roll-out plan, be working closely with you to discuss the future cultural aspiration for Gold Fields, and South Deep. We will also be addressing the valuable feedback we have received, through our various cultural initiatives.

By addressing issues and talking about them, we can make the changes needed to ensure South Deep is a fulfilling and great place to work, and an environment where we all work together to achieve our strategic goals.

## Great things

Come from hard work and perseverance.

No excuses.

Kobe Bryant

# World Water Week - 20 to 26 March

**Water is a scarce resource for our communities, the country and the rest of the world. This year's World Water Day theme is Accelerating Change.**

This year, the United Nations is highlighting the importance of accelerating change in our fight against water scarcity, as we face the current water crisis. We are working to accelerate change with the development of our underground water treatment plant.

South Deep has partnered with WaterCare to design, build and commission a treatment plant that purifies our fissure water. Through ongoing tests and compliance with SANS standards, we are on the right path and are producing a

water supply that contributes to the sustainability of our Mine. Currently, South Deep uses approximately 50% of potable water supplied by our treatment plant a day. Which ensures that we alleviate the pressure on our local water supply – this not only benefits our host communities but also contributes to the sustainability of the Mine and our stakeholders.

INNOVATION is one of our values, and innovation breeds change – we are proud that it continues to uplift our mine. We need to remember to use water wisely, to ensure that everyone has access to safe water. Not only is access to water a basic human right, it is necessary for survival.



**NATIONAL WATER WEEK**  
20 - 26 MARCH



**Accelerating Change**

WATER IS LIFE - SANITATION IS DIGNITY



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# Obey road safety rules on our Mine!



Our first value, safety, applies to all areas of our Mine including road safety. CCTV cameras are placed around the Mine to ensure that road rules are adhered to. It is disappointing to note that many road users are not obeying these rules. CCTV footage, which is monitored by security, has picked up incidences of people driving recklessly, not wearing a seatbelt and speaking on phones while driving within the Mine premises. By not obeying the road rules the culprits are putting their lives and those of their colleagues at risk.

Adhering to speed limits, buckling up, avoiding overtaking on solid lines and refraining from speaking on the phone while driving are key safety precautions when driving. We all know, ignoring these precautions causes serious accidents on our roads.

We care about everyone's safety and we believe that we can all work together to ensure that we reach our destinations safely. Let's live up to our safety value in and outside the Mine.

## Always - Think Safe, Act Safe and Be Safe.

# YOUR HEALTH IS IMPORTANT TO US



In support of World Tuberculosis Day and in collaboration with medical aids, a wellness day will be held next week Friday, 24 March.

We are bringing free health care services to you -  
"know your numbers"

- Blood Pressure Screening
- Social worker - Kaelo
- Sugar level testing
- Cholesterol level screening
- HIV counselling and testing
- TB screening



**Date:**  
24 March 2023

**Time:**  
12h00 till 17h00

**Venue:**  
Twin Shaft COVID  
Testing Station



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