

A. GOLD FIELDS: Communication on Progress 2015 Guidance Sheet (active participation)	
ACTIVE REQUIREMENTS	Integration into Integrated Annual Report 2015/GRI Content Index/Online content (page(s))
A statement by the chief executive expressing continued support for the Global Compact and renewing the participant's ongoing commitment to the initiative and its principles.	Please see http://goldfields.co.za/leadership_main.php
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	
Practical actions	<p>4 (DNA, society and community charter)</p> <p>16-27 (CEO report: safety and health)</p> <p>35 (Internal and external standards and principles)</p> <p>40 - 41 (Strategy: Social licence to operate)</p> <p>46 - 49 (heat maps and mitigation measures)</p> <p>68 - 73 (pursuing zero harm)</p> <p>130 (industrial relations)</p> <p>117 - 119 (shared value)</p> <p>90 - 120 (social licence top operate)</p> <p>106 - 107 (Black Economic Empowerment)</p> <p>10 - 11 (Total Value Distribution)</p> <p>108 - Gold Fields Social Performance Framework</p> <p>109 - 116 (Community Value Distribution)</p> <p>120 - Human Rights</p> <p>Online (Human Rights and Sustainable Development Policy Statements)</p> <p>http://www.goldfields.co.za/au_standards.php</p> <p>Online GRI Content Index:</p> <p>G4-HR2, G4-HR7, G4-HR8, G4-HR9, G4-HR12, G4-SO1, G4-SO2, G4-MM8, G4-MM9</p> <p>Material Issues and Associated Disclosure on Management Approach: Social: Labour Practices and Human Rights</p>
Measurement of outcomes	<p>Integrated Annual Report 2015</p> <p>9 - Licence / Social Licence to operate - key numbers</p> <p>46 - 49 (risk performance)</p> <p>68 - 70 (group safety performance)</p> <p>70 - 73 (occupational illnesses in the South Africa Region)</p> <p>122 (HR performance)</p> <p>106 - 107 (SA Mining Charter Scorecard)</p> <p>10 - 11 (Total Value Distribution)</p> <p>117 - 119 (Shared Value)</p> <p>Online GRI Content Index:</p> <p>G4-HR2 (Total hours of employee training on policies/procedures concerning aspects of human rights)</p> <p>G4-HR3 (incidents of discrimination and actions taken)</p> <p>G4-HR4 (operations where freedom of association and collective bargaining at risk, and actions taken)</p> <p>G4-HR5 (operations where risk of child labour, and actions taken)</p> <p>G4-HR6 (operations where risk of forced labour, and actions taken)</p> <p>G4-HR8 (violations of indigenous rights)</p> <p>G4-HR12 (human rights grievances, addressed and resolved through formal grievance mechanisms)</p> <p>G4-LA5 (representation in formal joint management-worker health and safety committees)</p> <p>G4-LA6 (rates of injury, occupational diseases, lost days, absenteeism, work-related fatalities)</p> <p>G4-LA7 (workers with high incidence or high risk of diseases related to their occupation)</p> <p>G4-LA8 (health and safety topics covered in formal agreements with trade unions)</p> <p>G4-SO11 (number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms)</p> <p>G4-MM6 (disputes relating to land use, customary rights of local communities and indigenous peoples)</p> <p>G4-MM7 (use of grievance mechanisms to resolve disputes relating to the above)</p> <p>Press Release: "Gold Fields top SA mining company in Sustainability Yearbook"</p> <p>Gold Fields recognised in DJSI Sustainability Yearbook-http://goldfields.co.za/med_releases.php</p>
Principle 2: Make sure that they are not complicit in human rights abuses	
Practical actions	<p>Integrated Annual Report 2015:</p> <p>35 (Internal and External Standards and Principles including WGC Conflict-Free Gold Standard)</p> <p>106 - 107 (mining charter scorecard)</p> <p>120 - Human Rights</p> <p>Online (Human Rights and Sustainable Development Policy Statements)</p> <p>http://www.goldfields.co.za/au_standards.php</p> <p>Online GRI Content Index:</p> <p>G4-HR1 (percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns or have undergone human rights screening)</p> <p>G4-HR2 (Total hours of employee training on policies/procedures concerning aspects of human rights)</p> <p>G4-HR9 (operations that have been subject to human rights reviews or impact assessments)</p> <p>G4-HR10 (% of new suppliers that were screened using human rights criteria)</p> <p>G4-HR11 (Significant actual and potential human rights impacts in the supply chain, and actions taken)</p> <p>Material Issues and Associated Disclosure on Management Approach: Social: Labour Practices and Human Rights</p>
Measurement of outcomes	<p>Integrated Annual Report 2015:</p> <p>122 (HR performance)</p> <p>106 - 107 (SA mining charter scorecard)</p> <p>143 - 146 (assured data)</p> <p>Online GRI Content Index:</p> <p>G4-HR4 (operations where freedom of association and collective bargaining at risk, and actions taken)</p> <p>G4- HR5 (operations where risk of child labour, and actions taken)</p> <p>G4-HR6 (operations where risk of forced labour, and actions taken)</p> <p>G4-HR8 (violations of indigenous rights)</p> <p>G4-HR10 (% of new suppliers that were screened using human rights criteria)</p> <p>G4-HR11 (Significant actual and potential human rights impacts in the supply chain, and actions taken)</p> <p>G4-HR12 (human rights grievances, addressed and resolved through formal grievance mechanisms)</p> <p>G4-SO11 (number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms)</p> <p>G4-MM6 (disputes relating to land use, customary rights of local communities and indigenous peoples)</p> <p>G4-MM7 (use of grievance mechanisms to resolve disputes relating to the above)</p> <p>Press Release: "Gold Fields top SA mining company in Sustainability Yearbook"</p> <p>Gold Fields recognised in DJSI Sustainability Yearbook-http://goldfields.co.za/med_releases.php</p>
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	
Practical actions	<p>Integrated Annual Report 2015:</p> <p>14 - 15 (Chair report)</p> <p>Online (Social and Ethics Committee)</p> <p>130 - 132 (labour relations)</p> <p>120 - Human Rights</p> <p>Online (Human Rights and Sustainable Development Policy Statements)</p> <p>http://www.goldfields.co.za/au_standards.php</p> <p>Online GRI Content Index:</p> <p>G4-11 (percentage of total employees covered by collective bargaining agreements)</p> <p>G4- HR2 (Total hours of employee training on policies/procedures concerning aspects of human rights)</p> <p>G4-HR4 (operations where freedom of association and collective bargaining at risk, and actions taken)</p> <p>G4-HR9 (operations subject to human rights reviews/impact assessments)</p> <p>Material Issues and Associated Disclosure on Management Approach: Social: Labour Practices and Human Rights</p>

Measurement of outcomes	<p>Integrated Annual Report 2015: 130 (Union participation in workforce)</p> <p>Online GRI Content Index: G4-LA4 (minimum notice period regarding significant operational changes, including whether it is specified in collective agreements) G4-LA5 (percentage of employees covered by collective bargaining agreements) G4-HR4 (operations identified in which freedom of association/collective bargaining at risk and actions taken) G4-HR12(human rights grievances filed, addressed and resolved)</p>
Principle 4: The elimination of all forms of forced and compulsory labour	
Practical actions	<p>Online (Human Rights and Sustainable Development Policy Statements) http://www.goldfields.co.za/au_standards.php</p> <p>Online GRI Content Index: G4- HR2 (Total hours of employee training on policies/procedures concerning aspects of human rights) G4-HR6 (operations where risk of forced labour, and actions taken) G4-HR9 (operations subject to human rights reviews/impact assessments) Material Issues and Associated Disclosure on Management Approach: Social: Labour Practices and Human Rights</p>
Measurement of outcomes	<p>Online GRI Content Index: G4-HR6 (operations where risk of forced labour, and actions taken) G4-HR12(human rights grievances filed, addressed and resolved)</p>
Principle 5: The effective abolition of child labour	
Practical actions	<p>Online (Human Rights and Sustainable Development Policy Statements) http://www.goldfields.co.za/au_standards.php</p> <p>Online GRI Content Index: G4- HR2 (Total hours of employee training on policies/procedures concerning aspects of human rights) G4-HR5 (operations where risk of child labour, and actions taken) G4-HR9 (operations subject to human rights reviews/impact assessments) Material Issues and Associated Disclosure on Management Approach: Social: Labour Practices and Human Rights</p>
Measurement of outcomes	<p>Online GRI Content Index: G4-HR5 (operations where risk of child labour, and actions taken) G4-HR12(human rights grievances filed, addressed and resolved)</p>
Principle 6: The elimination of discrimination in respect of employment and occupation	
Practical actions	<p>Integrated Annual Review 2015: 106 - 107 (Mining Charter Scorecard) 72 - 73 (HIV/AIDS and Tuberculosis) 110 (local employment) 108 (Indigenous people rights) 122 (Our workforce) Online (Human Rights and Sustainable Development Policy Statements) http://www.goldfields.co.za/au_standards.php</p> <p>Online GRI Content Index: G4-10 - Our workforce G4- HR2 (Total hours of employee training on policies/procedures concerning aspects of human rights) G4-HR9 (operations subject to human rights reviews/impact assessments) Material Issues and Associated Disclosure on Management Approach: Social: Labour Practices and Human Rights</p>
Measurement of outcomes	<p>Integrated Annual Review 2015: 72 - 73 (occupational diseases in the SA region) 122 (group human resources performance) 110 (local employment) 106 - 107 (mining charter scorecard) 143 - 146 (assured data, employment equity) Online GRI Content Index: G4-EC5 (ratios of standard entry level wage by gender compared to local minimum wage) G4-EC6 (proportion of senior management hired from the local community at significant locations of operation) G410 (workforce by employment type, contract, and region, broken down by gender) G4-LA1 (employee hires and employee turnover by age group, gender, and region) G4-LA3 (return to work and retention rates after parental leave, by gender) G4-LA9 (hours of training per year per employee by gender and employee category) G4-LA11 (percentage of employees receiving regular performance/development reviews, by gender) G4-LA12 (governance bodies/employees per category according to diversity indicators) G4-LA13 (ratio of basic salary of men to women by employee category) G4-HR3 (total number of incidents of discrimination and actions taken) G4-HR12 (human rights grievances filed, addressed and resolved) Press Release: "Gold Fields top SA mining company in Sustainability Yearbook" Gold Fields recognised in DJSI Sustainability Yearbook-http://goldfields.co.za/med_releases.php</p>
Principle 7: Businesses should support a precautionary approach to environmental challenges	
Practical actions	<p>Integrated Annual Review 2015: 23 - 24 (CEO: Water, Energy and Carbon) 35 (internal and external standards and principles) 90 - 97 (energy and carbon management) 97 - 101 (water management) 102 - 103 (tailings and closure) 90 - 103 (promoting environmental stewardship) 100, 111, 119 (Social licence to operate : water issues in Peru) 117 - 119 (shared value projects)</p> <p>Online GRI Content Index: G4-EC2 (financial implications and other risks and opportunities for the organisations activities due to climate change) G4-EN31 (environmental expenditure) Material Issues and Associated Disclosures on Management Approach: Environment Online case studies: Sustainable Development - Environment - http://www.goldfields.co.za/sus_environment.php Press Release: "Gold Fields among leaders in CDP climate change reankings" - http://goldfields.co.za/med_releases.php</p>

Measurement of outcomes	<p>Integrated Annual Review 2015: 3 (Group sustainability statistics) 7 (Environmental Impact) 93, 94, 96 (Group energy consumption and energy intensity and carbon performance) 91 (group environmental performance) 98 (group water withdrawal/group water withdrawal per ounce produced) 102 (group input materials/group mining waste) 143 - 146 (assured data)</p> <p>Online GRI Content Index: G4-EC2 (financial implications and other risks and opportunities for the organisations activities due to climate change) G4-EN1 (materials used by weight or volume) G4-EN6 (initiatives to reduce indirect energy consumption and reductions achieved) G4-EN8 (total water withdrawal by source) G4-EN10 (percentage and total volume of water recycled and reused) G4-EN13 (habitats protected or restored) G4-EN15 (total direct greenhouse gas emissions by weight) G4-EN16 (total indirect greenhouse gas emissions by weight) G4-EN17 (other relevant indirect greenhouse gas emissions by weight) G4-EN21 (NOx, SOx, and other significant air emissions by type and weight) G4-EN22 (total water discharge by quality and destination) G4-EN24 (total number and volume of significant spills) G4-EN29 (fines and non-monetary sanctions for non-compliance with environmental laws) G4-EN30 (environmental impacts of transporting products, goods, materials and members of workforce) G4-MM1 (amount of land disturbed or rehabilitated) G4-MM2 (sites identified as requiring biodiversity management plans and sites with plans in place) CDP Water Disclosure Project - www.goldfields.co.za/sus_environment.php Press Release: "Gold Fields among leaders in CDP climate change reankings" - http://goldfields.co.za/med_releases.php</p>
Principle 8: Undertake initiatives to promote greater environmental responsibility	
Practical actions	<p>Integrated Annual Review 2015: 35 (internal and external standards and principles) 90- 97 (energy and carbon management) 97 - 101 (water management) 90 - 103 (environmental management) 100, 111, 119 (SLO - water management)</p> <p>Online GRI Content Table: G4-EN31 (environmental expenditure) G4-EN32 (% of new suppliers that were screened using environmental criteria) G4-EN33 (Significant actual and potential negative environmental impacts in the supply chain and actions taken) Material Issues and Associated Disclosures on Management Approach: Environment</p> <p>Online Case Studies: State-of-the-art tailings dam at South Deep - http://www.goldfields.co.za/reports/annual_report_2013/integrated/sec-ethics.php#_php</p>
Measurement of outcomes	<p>Integrated Annual Review 2015: 3 (Group sustainability statistics) 7 (Environmental Impact) 93, 94, 96 (Group energy consumption and energy intensity and carbon performance) 91 (group environmental performance) 98 (group water withdrawal/group water withdrawal per ounce produced) 102 (group input materials/group mining waste) 143 - 146 (assured data)</p> <p>Online GRI Content Index: G4-EN1 (materials used by weight or volume) G4-EN3 (energy consumption within organisation) G4-EN4 (energy consumption outside the organisation) G4-EN5 (Energy intensity) G4-EN6 (initiatives to reduce indirect energy consumption and reductions achieved) G4-EN8 (total water withdrawal by source) G4-EN9 (water sources significantly affected by water withdrawal) G4-EN10 (percentage and total volume of water recycled and reused) G4-EN11, G4-EN12, G4-EN13, G4-EN14, G4-MM1, G4-MM2 (biodiversity) G4-EN15, G4-EN16, G4-EN17, G4-EN18, G4-EN19 (emissions) G4-EN21 (NOx, SOx, and other significant air emissions by type and weight) G4-EN22 (total water discharge by quality and destination), G4-EN23, G4-EN24, G4-EN25, G4-EN26, G4-MM3 (effluents and waste) G4-EN29 (fines and non-monetary sanctions for non-compliance with environmental laws) G4-EN30 (environmental impacts of transporting products, goods, materials and members of workforce) G4-EN31 (total environmental expenditures and investments by type) G4-EN32 (% of new suppliers that were screened using environmental criteria) G4-EN33 (Significant actual and potential negative environmental impacts in the supply chain and actions taken) G4-EN34 (environmental grievances) Press Release: "Gold Fields among leaders in CDP climate change reankings" - http://goldfields.co.za/med_releases.php</p>
Principle 9: Encourage the development and diffusion of environmentally friendly technologies	
Practical actions	<p>Integrated Annual Review 2015: 23 - 24 (CEO Report) 90 - 97(energy and carbon management) 97 - 103 (water management) 94 - 95 (Solar Plant (South Deep), Gas Plant (Ghana), Gas Plant (Granny Smith)) 99 - 100 (Acid Mine Drainage)</p> <p>Online case studies: Water Reuse Research Foundation grant, State-of-the-art tailings dam at South Deep - http://www.goldfields.co.za/reports/annual_report_2013/integrated/sec-ethics.php#_php Presentation - "The use of solar power at South Deep https://www.goldfields.co.za/pdf/presentations/2016/gri_cwr_%20em_london_joint_presentation.pdf</p>
Measurement of outcomes	<p>Integrated Annual Review 2015: 7 (Environmental Impact) 93 - 94 (group energy consumption / energy intensity) 96 (Group CO2-e emissions – Emission intensity) 91 - Group Environmental performance) 98 (Group water withdrawal)</p> <p>Online GRI Content Index: G4-EN6 (initiatives to reduce indirect energy consumption and reductions achieved) G4-EN19 (initiatives to reduce greenhouse gas emissions and reductions achieved) G4-EN31 (environmental expenditure)</p> <p>Press Release: "Gold Fields top SA mining company in Sustainability Yearbook" Gold Fields recognised in DJSI Sustainability Yearbook-http://goldfields.co.za/med_releases.php Press Release: "Gold Fields among leaders in CDP climate change reankings" - http://goldfields.co.za/med_releases.php</p>
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	

Practical actions	<p>Integrated Annual Review 2015: 4 (Gold Fields DNA) 14 - 15 (Chair statement) 35 (internal and external standards and principles) 32 - 33 (Board of Directors Charter) 38 (Compliance and Ethics) Annual Financial Statement 2015, pgs 2 - 5 (Audit Committee) Online 2.3 (Board Committees / (Social and Ethics Committee) 104- 105 (government and social relations) 120 (Human Rights)</p> <p>Online GRI Content Index: G4-SO3 (business units analysed for risks related to corruption) G4-SO4 G4-SO6</p> <p>Online Web Content: Standard principles: www.goldfields.co.za/au_standards.php Code of Ethics : www.goldfields.co.za/au_ethics.php</p>
Measurement of outcomes	<p>Integrated Annual Review 2015: 46 - 49 (risk performance) 106 - 107 (mining charter scorecard)</p> <p>Online GRI Content Index: G4-SO3 (business units analysed for risks related to corruption) G4-SO4 G4-SO5 G4-SO6 G4-SO6 (significant fines/non-monetary sanctions for non-compliance with laws and regulations)</p> <p>Press Release: "Gold Fields top SA mining company in Sustainability Yearbook" Gold Fields recognised in DJSI Sustainability Yearbook-http://goldfields.co.za/med_releases.php</p>

ADVANCED REQUIREMENTS			
	Integration into Integrated Annual Report 2015/GRI Content Index/Online content (colour as appropriate)	Location	Supplementary text
Criterion 1: The COP describes mainstreaming into corporate functions and business units	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> Place responsibility for execution of sustainability strategy in relevant corporate functions (procurement, government affairs, human resources, legal, etc) ensuring no function conflicts with company's sustainability commitments and objectives</p> <p>> Align strategies, goals and incentive structures of all business units and subsidiaries with corporate sustainability strategy</p> <p>> Assign responsibility for corporate sustainability implementation to an individual or group within each business unit and subsidiary</p> <p>> Design corporate sustainability strategy to leverage synergies between and among issue areas and to deal adequately with trade-offs</p> <p>> Ensure that different corporate functions coordinate closely to maximize performance and avoid unintended negative impacts</p> <p>> Other established or emerging best practices</p>	<p>1.3 Gold Fields DNA</p> <p>1.4 Our Value Creation Model</p> <p>1.6 Total Value Distribution</p> <p>1.7 Group Performance Scorecard</p> <p>2.1 Vision of the Chairperson</p> <p>2.2 CEO Report - Integrated Thinking; CEO Report - Group Scorecard</p> <p>2.3 Board of Directors/ Board of Directors Charter; Internal and external standards and principles</p> <p>2.3 Board of Directors/ Board committees/Safety, Health and Sustainable Development Committee, Social and Ethics Committee - IAR online</p> <p>Annual Financial Report (AFR) - Directors Report</p> <p>2.5 Risk and materiality</p> <p>2.5 Stakeholder engagement</p> <p>2.5 Integrated reporting process, Group and Regional Risk tables and mitigating strategies</p> <p>4.3 Health and Safety Performance; Safety and Wellness Management</p> <p>5 Social licence to operate</p> <p>5.2 Strategic focus areas - Energy and Carbon, Water, Waste and tailings, Mine closure, Government relations, Community relations, Shared value, Human rights</p> <p>6.1 People - Driving a high performance culture</p> <p>6.2 Strategic focus areas - Talent Management</p> <p>6.3 Summary of Remuneration Report/Performance Scorecard</p> <p>7.3 Key sustainability performance Assured Data</p> <p>GRI Content Index G4-34</p>	<p>Gold Fields has a Group scorecard of which one of the four pillars is Social Licence to Operate. This defines how the sustainability strategy will be executed and integrated as well as the key focus areas for the year</p> <p>Sustainable Development function</p> <p>The Group Sustainable Development (SD) function works closely with all key disciplines at Gold Fields corporate office (including HR, Finance, Technical Services, Corporate Affairs, Legal etc.) to ensure the integration of SD into key business decisions and submissions (e.g. the Integrated Annual Report, Form 20-F) at a corporate level and throughout the group. For each region and operation, key SD responsibilities and accountabilities have also been assigned across relevant departments at a regional and operational level. Gold Fields places particular emphasis on the ongoing development of its sustainable development systems and structures. This includes the establishment of a unified Sustainable Development Framework based on good practice, our operational requirements and aligned to the 10 Principles of the International Council of Mining and Metals (ICMM). The framework, which is governed by an overall Sustainable Development Policy, is made up of the 9 group policies: (See www.goldfields.co.za/sus_policies.php).</p> <p>SD strategy</p> <p>SD strategy is integrated with the Gold Fields Group Strategy and is updated annually with global, mining specific and Gold Fields own risks and issues. The strategy is presented and approved by the Board of Directors' SH&SD Committee. As part of adopting the GRI G4 Guidelines in 2014 more focus was applied to the assessment of our external and internal stakeholders views and opinions of the most material sustainability issues for the group. The SD strategy is adopted and implemented throughout the group, with key aspects (i.e. environmental, community relations, shared value, water, energy and carbon etc) being embedded into the balanced scorecards of group and regional executives, regional SD Heads and then cascaded to line management as appropriate. The strategy is also key to identifying synergies between and among issue areas and to deal adequately with trade-offs. One of the four key pillars of the Gold Fields group performance targets (balanced scorecard) for 2016 is 'Social Licence to operate' which covers community relations, climate change, water, mine closure and shared value. In total, around 35% of the group scorecard for 2016 is SD related (See pg.26 of the IAR 2015: https://www.goldfields.co.za) demonstrating the integration of sustainable development into the group. The CEO report in the Gold Fields IAR 2015 (section 2.2) highlights the importance of taking the integration of sustainability to the next level through 'integrated thinking'.</p> <p>SD leadership meetings</p> <p>SD leadership meetings are held through a variety of forums including various group working committee's (energy and carbon, mine closure, water, community relations etc), an annual strategy workshop of corporate and regional sustainable development heads and an annual workshop to identify the material group SD issues. A variety of key disciplines attend the latter workshop.</p> <p>Other established or emerging best practice</p> <p>In support of the group policies, group guidelines were developed and rolled out to the group to cover the groups top 5 sustainability priorities (energy and climate change, water stewardship, integrated mine closure, societal acceptance and integrated thinking). These Guidelines are aligned with the ICMM 10 principles as well as the United Nations Global Compact 10 principles. Gold Fields was also an early adopter of the GRI G4 Guidelines and the King III report, as reflected in our Integrated Annual Report.</p> <p>Gold Fields has developed its 2016 to 2020 SD strategy which includes "integrated thinking" as one if its 5 top priorities together with societal acceptance, energy and climate change, integrated mine closure and water stewardship.</p>
Criterion 2: The COP describes value chain implementation	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> Analyze each segment of the value chain carefully, both upstream and downstream, when mapping risks, opportunities and impacts</p> <p>> Communicate policies and expectations to suppliers and other relevant business partners</p> <p>> Implement monitoring and assurance mechanisms (e.g. audits/screenings) for compliance within the company's sphere of influence</p> <p>> Undertake awareness-raising, training and other types of capacity building with suppliers and other business partners</p> <p>> Other established or emerging best practices</p>	<p>About This Report (ATR)</p> <p>1.2 Our operating environment</p> <p>1.4 Our Value Creation Model</p> <p>1.5 Annual Performance Dashboard</p> <p>1.6 Total Value Distribution</p> <p>2.2 CEO Report - Group Scorecard</p> <p>2.3 Corporate Governance; Internal and external standards and principles; Compliance: World Gold Council Conflict-Free Gold Standard - https://www.goldfields.co.za/sus_reporting.php</p> <p>4 Business Optimisation (details our value chain and how we optimise this as a business)</p> <p>5.2 Energy and Carbon Management</p> <p>5.2 SA Mining Charter Scorecard - Procurement and Enterprise development, pg 106</p> <p>5.2 Community value distribution - Indirect employment, skills development</p> <p>5.2 Shared Value- creating economic and community value</p> <p>5.2 Material Stewardship</p> <p>5.2 Human Rights</p> <p>6.1 People</p> <p>6.2 Union engagement</p> <p>7.3 Key Sustainability Performance Data</p> <p>GRI Content Index: G4-3 - G4-13; G4-41, G4-EC9, G4-EN4, G4-EN17, G4-EN32, G4-EN33, G4-LA6, G4-LA14, G4-LA15, G4-HR4, G4-HR6; G4-HR10, G4-S09, G4-SO10,</p> <p>Disclosures on Management Approach: Supplier Environmental Assessment; Supplier Assessment for Labour Practices; Supplier Human Rights Assessment, Supplier Assessments for Impacts on Society</p>	<p>Gold Fields value chain essentially consists of our supply chain as our product's (gold) only upstream process is refining of the metal by a limited number of refineries. Our supply chain therefore consists of the materials and services used in the process of exploration, mining and processing gold.</p> <p>Policies</p> <p>At a group level a material stewardship and supply chain management policy is in place, common principles incorporated in regional policies/procedures and intergrated into contractual compliance standards. (www.goldfields.co.za/sus_policies.php)</p> <p>Enterprise Risk Management process</p> <p>Under our Enterprise Risk Management process, all risk registers for our Group, regions and operations are updated by their respective management teams and reported to the Audit Committee on a quarterly basis (including relevant mitigating actions). All relevant risks - if considered to be sufficiently material - are covered by this process, provided they are considered to be of sufficient materiality. Group risks are discussed with senior management and members of the Executive Committee. These risks are - together with the top risks from the South African, West African, Australasian and Americas regions - consolidated into the Group Risk Register. All risk registers and risk mitigating actions are audited on an annual basis by our internal audit department with a focus on monitoring the process achieved with risk mitigating actions.</p> <p>Supply Chain Security</p> <p>Supply Chain Security is a major risk issue on all our regional risk registers, signifying the growing importance of value-chain management. Due to the potential future increase in global demand and extended lead times, there is a potential for disruptions in our supply chain. The process of putting new strategies in place to secure critical supplies (e.g. forecast models for strategic supplies and a Collaborative Sourcing and Supply Management system) is being addressed at each region.</p> <p>Security of Energy Supply</p> <p>Energy accounts for around 22% of our operations costs, with security of supply being identified as a key risk. Various initiatives have been undertaken in each of our regions to ensure security of critical energy supplies (See Section 5.2 IAR 2015)</p> <p>Human Rights</p> <p>A dedicated page on human rights remains on the ethics portal, as part of awareness creation. The Human Rights Policy Statement was updated in 2014 to better align with UNGC Principles 1-6:</p> <ul style="list-style-type: none"> • Support and respect the protection of internationally proclaimed human rights. • Make sure that GFL is not complicit in human rights abuses • The elimination of all forms of forced and compulsory labour. • The effective abolition of child labour. <p>All our contractors and suppliers, including security providers, are required to adhere to Gold Fields safety, environmental, labour and human rights standards.</p> <p>Local Supply Chain Development</p> <p>It is our policy to use local suppliers (i.e. those located in our host countries), where possible. This not only helps strengthen our own local supply chains at a strategic and operational level, but also directly contributes to our broader social licence to operate. In certain cases, local supply pools may not have the capability to fulfil our needs in the short-term. Because of this, we actively work with our existing and potential local suppliers to enhance their ability to service our needs in the long-term. This includes support and guidance with respect to business processes, management approaches and operational standards. Increasingly we are seeking to procure from businesses in our host communities to achieve Shared Value creation and economic stability in even closer proximity to our operations. A performance requirement in the 2016 scorecard is for the South Africa, Peru and Ghana Regions to develop three-year procurement and local employment plans (see Section 2.2 CEO Report of the 2015 IAR). Section 5.2 of the IAR 2015 deals with Host Community Procurement policies, actions and targets.</p> <p>Other established or emerging best practice</p> <p>South Africa uses an online vendor management tool to manage vendor information and conduct third party screening and verification on financial, legal and BBBEE through 3rd party service providers. Gold Fields La Cima also uses a third party for verification of their main contractors's compliance with Peruvian labour regulations thus reducing legal risks. Gold Fields South Deep has built up a database of small enterprises and skills in its host community.</p> <p>External Focus: Contractor and Supplier Due Diligence - During 2015, Gold Fields implemented a due diligence application to establish the risk profiles of external suppliers and contractors by monitoring a range of local and international databases. The application concentrates on the financial, environmental, social, governance and labour performance of the external parties. The outcome of the screening exercise will be filtered through to regional risk management processes and used by the regions to decide the appointment of external suppliers and contractors and the continuation of existing relationships.</p>
Criterion 3: The COP describes robust commitments, strategies or policies in the area of human rights	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> Commitment to comply with all applicable laws and respect internationally recognized human rights, wherever the company operates (e.g., the Universal Declaration of Human Rights, Guiding Principles on Human Rights) (BRE1 + ARE1)</p> <p>> Integrated or stand-alone statement of policy expressing commitment to respect and support human rights approved at the most senior level of the company (BRE 1 + BRE5 + ARE 1 + ARE 5)</p> <p>> Statement of policy stipulating human rights expectations of personnel, business partners and other parties directly linked to operations, products or services (BRE 1)</p> <p>> Statement of policy publicly available and communicated internally and externally to all personnel, business partners and other relevant parties (BRE 1 + BRE 5 + ARE 1 + ARE 5)</p> <p>> Other established or emerging best practices</p>	<p>2.3 Internal and external standards and principles, Compliance: World Gold Council Conflict-Free Gold Standard</p> <p>2.3 Compliance and Ethics , pg 38</p> <p>2.3 Social and Ethics Committee - online</p> <p>2.5 Risk and Materiality- Long-term risk performance</p> <p>2.5 Materiality process</p> <p>4.3 Pursuing Zero Harm</p> <p>4.3 An integrated approach to growth</p> <p>4.3 FPIC at Far Southeast Project, pg 81</p> <p>5.2 Black Economic Empowerment in SA (Mining Charter)</p> <p>5.2 Social licence to operate, Community Value Distribution, Shared value pg 108 - 119</p> <p>5.2 Social licence to operate - Human Rights pg 120</p> <p>6.1 Employee Development - Talent Management, Performance Management, People Management, Industrial Relations</p> <p>Indicators in GRI Content Index:</p> <p>Investment G4-HR1, G4-HR2; Non-Discrimination G4-HR3; Freedom of Association and collective bargaining G4-HR4; Child Labour G4-HR5; Force and Compulsory Labour G4-HR6; Security G4-HR7; Indigenous Rights G4-MM5, G4-HR8; Assessment G4-HR9, Supplier Human Rights Assessment G4-HR10 - G4-HR11; Human Rights Grievance Mechanism G4-HR12;</p> <p>Disclosures on Management Approach: Human Rights</p> <p>Human Rights and Sustainable Development policy statements - http://www.goldfields.com/au_standards.php</p>	<p>Compliance programme</p> <p>As Gold Fields operates in various jurisdictions, the legal and regulatory environment is an ever changing one which can lead to complex matters. In order to manage this effectively and efficiently, and enhance risk mitigation strategies, Gold Fields has established a risk-based Group compliance programme to provide the highest levels of assurance for regulatory compliance. In terms of the programme, Gold Fields: -Identifies and consistently reviews all statutes in its operating jurisdictions and assesses the exposure to non-compliance and regulatory risks; -Ensures that the internal control environment is aligned to prioritised risks encompassed in statutory requirements; and -Conducts reviews by Internal Audit to assess that appropriate measures are implemented and that controls are effective to mitigate and manage risk. A Group compliance index has been developed to accommodate changes within the business, applicable statutes, as well as compliance and regulatory risks. The programme and associated internal controls will be assured by management, internal audit and external assurers on an annual basis.</p> <p>Human Rights Policy</p> <p>In 2013, we updated the Gold Fields Group Human Rights Policy Statement to ensure closer alignment with relevant standards contained in the Ten Principles of the United Nations Global Compact and the 10 principles of the International Council on Mining and Metals (ICMM). The human rights policy places particular emphasis on community engagement, indigenous rights, resettlement and security and human rights. A Community Relations and Stakeholder Engagement Guideline was rolled out in 2014. Implementation of the Guideline is supported by a Community Relations and Stakeholder Engagement Handbook which was rolled out in 2015 and includes specific emphasis on stakeholder engagement, indigenous peoples, marginalised groups and minorities, resettlement and the Voluntary Principles on Security and Human Rights. Gold Fields HR systems support our Human Rights policy and mechanisms are in place to report any Human Rights abuses through our ethics hotline or grievance processes where these, when reported, are thoroughly investigated. All Security employees are trained annually on Human Rights as this is deemed to be the highest risk for our business, with awareness campaigns rolled out annually on Human Rights Day globally for all employees. Gold Fields will continuously ensure it works to achieving the best practices in all these areas through constant review.</p> <p>Code of Ethics</p> <p>Gold Fields' Human Rights Policy Statement forms a core part of our Code of Ethics (http://www.goldfields.com_ethics.php). Breaches of the Code of Ethics - inclusive of Human Rights breaches - can be reported through our existing Ethics Tip-offs mechanism, details of which can be found in the Code of Ethics booklet on the Gold Fields website.</p> <p>Other established or emerging best practice</p> <p>Gold Fields has voluntarily adopted the World Gold Council's Conflict-Free Gold Standard as best practice across all of its eligible operations, to support the global application of the initiative by the wider industry and to protect the reputation of gold. This is despite none of our operations being located in conflict-affected or high risk countries. The Cerro Corona Mine in Peru is not required to conform to the standard as it produces a low-grade gold concentrate, which is excluded from the commodity definition in the Standard. Gold Fields can confirm that it is one of the first gold-mining companies to be formally certified under the Standard. Our formal Conflict-Free Gold Report, along with our self-declaration of compliance and the accompanying assurance report, can be found on our website, a key component of which is to provide assurance that the gold we produce has been extracted in a manner that does not cause, support or benefit unlawful armed conflict or contribute to serious human rights abuses or breaches of international humanitarian law.</p> <p>External Focus: Contractor and Supplier Due Diligence - During 2015, Gold Fields implemented a due diligence application to establish the risk profiles of external suppliers and contractors by monitoring a range of local and international databases. The application concentrates on the financial, environmental, social, governance and labour performance (including human rights) of the external parties. The outcome of the screening exercise will be filtered through to regional risk management processes and used by the regions to decide the appointment of external suppliers and contractors and the continuation of existing relationships.</p>

<p>Criterion 4: The COP describes effective management systems to integrate the human rights principles</p>	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> Process to ensure that internationally recognized human rights are respected</p> <p>> On-going due diligence process that includes an assessment of actual and potential human rights impacts (BRE 2 + BRE 3 + ARE 2 + ARE 3)</p> <p>> Internal awareness-raising and training on human rights for management and employees</p> <p>> Operational-level grievance mechanisms for those potentially impacted by the company's activities (BRE 4 + ARE 4)</p> <p>> Allocation of responsibilities and accountability for addressing human rights impacts</p> <p>> Internal decision-making, budget and oversight for effective responses to human rights impacts</p> <p>> Processes to provide for or cooperate in the remediation of adverse human rights impacts that the company has caused or contributed to (BRE 3+ BRE 4 + ARE3 + ARE 4)</p> <p>> Process and programs in place to support human rights through: core business; strategic philanthropic/social investment; public policy engagement/advocacy; partnerships and/or other forms of collective action (BRE 6 + ARE 6)</p> <p>> Other established or emerging best practices</p>	<p>2.3 Internal and external standards and principles, Compliance: World Gold Council Conflict-Free Gold Standard</p> <p>2.3 Social and Ethics Committee - online</p> <p>2.3 Compliance and Ethics, pg 38</p> <p>2.5 Risk and Materiality</p> <p>2.5 Materiality process</p> <p>4.3 Safety and Wellness</p> <p>4.3 FPIC at Far Southeast Project, pg 81</p> <p>5.2 Black Economic Empowerment in SA (Mining Charter)</p> <p>5.2 Social licence to operate, Community Value Distribution, Shared value, Human Rights pg 108 - 119</p> <p>5.2 Social licence to operate - Human Rights pg 120</p> <p>6.1. Driving a high performance culture</p> <p>6.1 Employee Development - Talent Management, Performance Management, People Management, Industrial Relations</p> <p>Indicators in GRI Content Index:</p> <p>Investment G4-HR1, G4-HR2; Non-Discrimination G4-HR3; Freedom of Association and collective bargaining G4-HR4; Child Labour G4-HR5; Force and Compulsory Labour G4-HR6; Security G4-HR7; Indigenous Rights G4-MM5, G4-HR8; Assessment G4-HR9, Supplier Human Rights Assessment G4-HR10 - G4-HR11; Human Rights Grievance Mechanism G4-HR12;</p> <p>Disclosures on Management Approach: Human Rights, pg 16/17 of GRI Content Index - https://www.goldfields.co.za/pdf/reports/gri-index-2015.pdf</p> <p>Human Rights and Sustainable Development policy statements - http://www.goldfields.com/au_standards.php</p> <p>Human Rights Policy Statement - http://www.goldfields.com/pdf/policies/human_statement.pdf</p>	<p>Code of Ethics</p> <p>Our Code of Ethics is hosted on an internal, online portal with external links and references to relevant international codes and best practice, etc. Gold Fields encourages the usage of the ethics portal by employees and updates site content frequently. The code of ethics training is included in the Foundational programme that all Gold Fields employees attend as well as the relevant leadership programmes for management and supervisors across the Group. All employees are required to read and sign the Gold Fields code of ethics upon joining, as well as every 2 years while in service as a refresher. The Code of Ethics is also on our website at http://www.goldfields.com/au_ethics.php</p> <p>Ethics hotline</p> <p>Gold Fields has an internal audit team at the corporate office that works with an independent service provider to monitor, report on (to the Audit Committee) and address any human rights issues that are reported via our 24hr, 7 days a week ethics hotline. Community relations officers are also trained to record and escalate any grievances stakeholders might have, including human rights abuses. Details of Hotline are sent through regularly and should any human rights issues be identified these will be dealt with at the highest level.</p> <p>Human rights due diligence</p> <p>Every year at Gold Fields the HR and legal departments in the regions engage to determine if there have been any reported cases of human rights abuses. This is done in order to review the effectiveness of our reporting and tracking processes as well as to mitigate any potential risks. These are assessed on an annual basis.</p> <p>Commitment to human rights</p> <p>Gold Fields Limited strives to ensure that every individual within the group respects the rights and freedom set out in the Gold Fields Human Rights Policy Statement and to secure their effective recognition and observance throughout the Gold Fields Group. Gold Fields HR teams are educated and aware of the Human Rights Policy Statement and advise the business leaders in their areas with regard to potential human rights risks and violations. The Gold Fields values of respect, safety and responsibility are all aligned to principles of Human Rights and all management employees are assessed on the Gold Fields values annually as part of our talent review processes and this influences career decisions.</p> <p>Security providers</p> <p>All of our security contractors and public security agencies we work with commit to the terms of our Code of Ethics, which incorporates our Human Rights Policy.</p> <p>Other established or emerging best practices</p> <p>External Focus:Contractor and Supplier Due Diligence - During 2015, Gold Fields implemented a due diligence application to establish the risk profiles of external suppliers and contractors by monitoring a range of local and international databases. The application concentrates on the financial, environmental, social, governance and labour performance (including human rights) of the external parties. The outcome of the screening exercise will be filtered through to regional risk management processes and used by the regions to decide the appointment of external suppliers and contractors and the continuation of existing relationships.</p>
<p>Criterion 5: The COP describes effective monitoring and evaluation mechanisms of human rights integration</p>	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> System to monitor the effectiveness of human rights policies and implementation with quantitative and qualitative metrics, including in the supply chain (BRE3 - ARE3)</p> <p>> Monitoring drawn from internal and external feedback, including affected stakeholders</p> <p>> Leadership review of monitoring and improvement results</p> <p>> Process to deal with incidents the company has caused or contributed to for internal and external stakeholders (BRE 4 + ARE 4)</p> <p>> Grievance mechanisms that are legitimate, accessible, predictable, equitable, transparent, rights-compatible, a source of continuous learning, and based on engagement and dialogue (BRE4 + ARE4)</p> <p>> Outcomes of integration of the human rights principles</p> <p>> Other established or emerging best practices</p>	<p>1.2 Operating Environment</p> <p>1.3 Gold Fields DNA</p> <p>1.4 Our Value Creation Model</p> <p>1.5 Gold Field's annual performance dashboard</p> <p>2.3 Internal and external standards and principles, (www.goldfields.co.za/sus_reporting.php)</p> <p>2.3 Social and Ethics Committee - online</p> <p>2.5 Risk and Materiality- Long-term risk performance</p> <p>2.5 Materiality process</p> <p>4.3 Pursuing Zero Harm</p> <p>4.3 FPIC at Far Southeast Project, pg 81</p> <p>5.2 Black Economic Empowerment in SA (Mining Charter)</p> <p>5.2 Social licence to operate, Community Value Distribution, Shared value pg 108 - 119</p> <p>5.2 Social licence to operate - Human Rights pg 120</p> <p>6.1. Driving a high performance culture</p> <p>6.1 Employee Development - Talent Management, Performance Management, People Management, Industrial Relations</p> <p>Indicators in GRI Content Index:</p> <p>Investment G4-HR1, G4-HR2; Non-Discrimination G4-HR3; Freedom of Association and collective bargaining G4-HR4; Child Labour G4-HR5; Force and Compulsory Labour G4-HR6; Security G4-HR7; Indigenous Rights G4-MM5, G4-HR8; Assessment G4-HR9, Supplier Human Rights Assessment G4-HR10 - G4-HR11; Human Rights Grievance Mechanism G4-HR12;</p> <p>Disclosures on Management Approach: Human Rights</p> <p>Dow Jones Sustainability Index achievement: http://www.goldfields.com/sus_news_article.php?articleID=1868</p> <p>Human Rights and Sustainable Development policy statements - http://www.goldfields.com/au_standards.php</p>	<p>World Gold Council Conflict-Free Gold Standard</p> <p>Gold Field's adherence to the World Gold Council's Conflict-Free Gold Standard is assured annually by an independent organisation. (http://goldfields.co.za/sus_reporting.php)</p> <p>Systems to monitor the effectiveness of human rights policies and implementation</p> <p>In Gold Fields there are several mechanisms to monitor our Human Rights Policy. At South Deep we run all of our 880 vendors through a Dow Jones Screening Tool as well as through Lexis Nexis Procure Check which both screen for Human Rights violations amongst other things. In all regions we monitor the type of issues reported on our 24/7 ethics hotline which also flags any human rights violations. Any reported violation or potential violations of human rights are escalated to the Social and Ethics Sub Committee of the Board and the Safety, Health and Sustainable Development Board Sub-Committee. All issues raised via the hotline - details to be found at: http://www.goldfields.com/au_ethics.php# - are reported and monitored.</p> <p>Stakeholder input on human rights management</p> <p>Stakeholder input on broader human rights issues is obtained from a variety of sources, including operation-level grievance mechanisms for local communities to document in writing or verbally any complaints they might have. In addition, comments, complaints and feedback on human rights issues can be submitted via the SD-section of our website (http://www.goldfields.co.za/sustainability/contact_us.php). Our community relations practitioners and team that manage union relationships are also responsible for reporting or highlighting any potential human rights violations. The Society and Community Charter along with the Employee Charter (pg 4 of IAR) details our commitment to our employees, society and communities and our commitments which are in line with the Themes of the Human Rights Charter.</p> <p>Other or established emerging best practices</p> <p>External Focus: Contractor and Supplier Due Diligence: During 2015, Gold Fields implemented a due diligence application to establish the risk profiles of external suppliers and contractors by monitoring a range of local and international databases. The application concentrates on the financial, environmental, social, governance and labour performance (including human rights) of the external parties. The outcome of the screening exercise will be filtered through to regional risk management processes and used by the regions to decide the appointment of external suppliers and contractors and the continuation of existing relationships.</p>
<p>Criterion 6: The COP describes robust commitments, strategies or policies in the area of labour</p>	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> Reference to principles of relevant international labour standards (ILO Conventions) and other normative international instruments in company policies</p> <p>> Reflection on the relevance of the labour principles for the company</p> <p>> Written company policy to obey national labour law, respect principles of the relevant international labour standards in company operations worldwide, and engage in dialogue with representative organization of the workers (international, sectoral, national).</p> <p>> Inclusion of reference to the principles contained in the relevant international labour standards in contracts with suppliers and other relevant business partners</p> <p>> Specific commitments and Human Resources policies, in line with national development priorities or decent work priorities in the country of operation</p> <p>> Participation and leadership in wider efforts by employers' organizations (international and national levels) to jointly address challenges related to labour standards in the countries of operation, possibly in a tripartite approach (business – trade union – government).</p> <p>> Structural engagement with a global union, possibly via a Global Framework Agreement</p> <p>> Other established or emerging best practices</p>	<p>1.3 Our DNA - Stakeholder Charters - Employee Charter</p> <p>1.6 Payments to employees and contractors</p> <p>2.1 Vision of the Chairperson</p> <p>2.3 Compliance and Ethics, pg 38</p> <p>2.3 Board Committees - Social and Ethics Committee - online</p> <p>2.5 Top 10 Group Risks and Top 5 Regional Risks (South Africa)</p> <p>4.3 Pursuing zero harm</p> <p>4.3 Health and wellbeing</p> <p>5.2 Black Economic Empowerment in SA (Mining Charter)</p> <p>5.2 Social licence to operate, Community Value Distribution, Shared value, Human Rights pg 108 - 120</p> <p>6.1. Driving a high performance culture</p> <p>6.2 Employee Development - Talent Management, Performance Management, People Management, Industrial Relations</p> <p>6.3 Summarised remuneration report</p> <p>Indicators in GRI Content Index</p> <p>Employment G4-LA1, G4- LA2, G4-LA3; Labour Relations G4-LA4, G4-MM4; Occupational Health and Safety G4-LA5, G4-LA6, G4-LA7, G4-LA8; Training and Education G4-LA9, G4-LA10, G4-LA11; Diversity and Equal Opportunity G4-LA12; Equal Remuneration for Men and Women G4-LA13; Supplier Assessment for Labour Practices G4-LA14 - G4-LA15; Labour practices Grievance Mechanisms G4-LA16; G4-HR1, G4-HR2, G4-HR12</p> <p>Disclosure on Management Approach : Labour Practices and Decent Work</p> <p>Online (Human Rights and Sustainable Development Policy Statements)</p> <p>http://www.goldfields.co.za/pdf/policies/human_statement.pdf</p>	<p>Human Rights Policy Statement</p> <p>Our Human Rights Policy Statement addresses the ILO core labour standards (i.e. with respect to discrimination, freedom of association, forced labour and child labour) - and commits us to lawful and fair action. For further information see: http://www.goldfields.com/au_standards.php.</p> <p>Human Rights messaging in the employee value proposition booklet was rolled out in November 2014 and Feb 2015. Human Resources department organised and held Human Rights Day Awareness Campaign in March 2015. The Code of Ethics (which covers human rights) continues to be distributed and read by all new employees as part of the induction process. The Code is also being reviewed and the messaging strengthened. Training and awareness campaigns will be implemented annually. Group Risk management process includes identification and treatment of potential Human Rights risks. Reporting on various human rights performance indicators into the GRI/Non Financial Data (NFD) portal is fully now embedded.</p> <p>Labour principles</p> <p>Gold Fields operates across 4 regions (Australia, Ghana, Peru and South Africa) with some employees in other regions. All our HR policies and procedures are governed first by local legislation in the countries that we operate. All of our suppliers must also commit to the terms of our Code of Ethics. All of our HR policies are customised per region to align with local legislation, e.g. Recruitment, disciplinary and working conditions/hours policies are often very regionally specific as they are tied to national legislation of the countries we operate in, however the overarching principles are in line with International Labour Organisation (ILO).</p> <p>We recognise the importance of labour unions and have formal recognition agreements in place with local unions in South Africa and Ghana. In Australia we have a consultative process with all employees every five years (Employee collective agreement ECA), and in Peru unions are only active in our contractor workforce and not permanent workforce. We do not have a single union or global union across our regions and manage the relationships regionally. We do however participate in the Chamber of Mines in South Africa, with other mining houses, which facilitates key decisions including on labour, in the industry in South Africa and with the Ghana Chamber of Mines that plays a similar role in Ghana for the industry.</p> <p>Other established or emerging best practices</p> <p>Labour relations - In 2013 Gold Fields launched the Employee engagement framework in South Africa. This charter defines how we as a company, engage with employees and organised labour, Gold Fields plays a very active role in ensuring high levels of engagement with employees and organised labour, particularly in South Africa and Ghana to ensure effective and productive relationships. Gold Fields does not have a global union but manages union relationships at a Regional level. Each Region has a fit for purpose employee and labour relations strategy designed to address specific regional needs and requirements aligned to local legislation. Our South African and West African operations are highly unionised and in our Peruvian operations union relationships are managed with our largest contractor. In Australia there is limited union activity but relationships are managed through an Employee Collective Agreement process as required by the local legislation.</p> <p>Compliance Programme - Refer to page 38 of IAR 2015.</p>
<p>Criterion 7: The COP describes effective management systems to integrate the labour principles</p>	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> Risk and impact assessments in the area of labour</p> <p>> Dialogue mechanism with trade unions to regularly discuss and review company progress in addressing labour standards</p> <p>> Allocation of responsibilities and accountability within the organization</p> <p>> Internal awareness-raising and training on the labour principles for management and employees</p> <p>> Active engagement with suppliers to address labour-related challenges</p> <p>> Grievance mechanisms, communication channels and other procedures (e.g., whistleblower mechanisms) available for workers to report concerns, make suggestions or seek advice, designed and operated in line with the representative organization of workers</p> <p>> Other established or emerging best practices</p>	<p>1.3 Our DNA- Stakeholder Charters - Employee Charter</p> <p>2.3 Board Committees - Social and Ethics Committee - online</p> <p>2.5 Risk and Materiality</p> <p>5.2 Government and social relations/Black Economic Empowerment in SA, Mining Charter Scorecard</p> <p>6.1 Driving a high performance culture</p> <p>6.1 Industrial relations</p> <p>7.3 Assured data</p> <p>Indicators in GRI Content Index</p> <p>Employment G4-LA1, G4- LA2, G4-LA3; Labour Relations G4-LA4, G4-MM4; Occupational Health and Safety G4-LA5, G4-LA6, G4-LA7, G4-LA8; Training and Education G4-LA9, G4-LA10, G4-LA11; Diversity and Equal Opportunity G4-LA12; Equal Remuneration for Men and Women G4-LA13; Supplier Assessment for Labour Practices G4-LA14 - G4-LA15; Labour practices Grievance Mechanisms G4-LA16; G4-HR1, G4-HR2, G4-HR12; G4-MM4; G4-MM5</p> <p>Disclosure on Management Approach : Labour Practices and Decent Work</p> <p>Online (Human Rights and Sustainable Development Policy Statements)</p> <p>http://www.goldfields.co.za/pdf/policies/human_statement.pdf</p>	<p>Gold Fields has a robust risk assessment process and this includes the risk and impact assessment in the area of labour. Industrial relations has appeared on our risk register every year, although the ranking changes depending on the conditions in our regions each year.</p> <p>Dialogue with trade unions</p> <p>Dialogues with trade unions takes place daily in our South Deep operations and through various forums including the Transformation Committee, Education structures etc each of which has their own charter and terms of reference. Similar engagement takes place at our Ghanaian mines, but less frequently.</p> <p>Allocation of Responsibilities</p> <p>Gold Fields has formal positions for shop stewards and union representatives in our operations with active unions. These roles are clearly defined with clear roles and responsibilities which are managed jointly between management and the recognised unions these incumbents represent. In addition the union structures are clearly defined as are the management structures and processes for engaging with the business. There are regional and national management structures and escalation paths that are defined particularly in South Africa and Ghana where our unions are most active for our permanent workforce. Our union engagement strategy is clearly defined with clear threshold criteria for union recognition. No Structural engagement with a global union exists as Gold Fields adopts a localisation approach to ensure local labour needs are met and these are vastly different across our operations spread across 4 continents. A formal grievance mechanism is in place in all regions as part of our standard HR processes and all employees are trained or inducted on how to use these processes should it be required. There is also an confidential and anonymous ethics hotline in place across all regions where employees can address concerns and escalate matters if they feel they are not being dealt with through processes in their regions.</p> <p>Enterprise Risk Management process</p> <p>Under our Enterprise Risk Management process, all risk registers for our regions, operations and service divisions are updated by their respective management teams on quarterly basis (including relevant mitigating actions). All relevant risks - if considered to be sufficiently material - are covered by this process, provided they are considered to be of sufficient materiality. Group risks are discussed with senior management and members of the Executive Committee. These risks are - together with the top risks from the South African, West African, Australian and South American regions - consolidated into the Group Risk Register. Illegal strikes and the integrity of labour relations framework in South Africa and Ghana are regularly part of the top-10 Group risks registered in the ERM.</p> <p>Training and awareness raising</p> <p>Our Human Rights Policy (contained in our Code of Ethics) addresses the ILO core labour standards (i.e. with respect to discrimination, freedom of association, forced labour and child labour). All of our employees - including our management - receive training on our Code of Ethics during induction. Training on human rights, ethics and stakeholder engagement is integral to the Gold Fields foundational programme that all employees attend across the Group. Management employees that attend leadership programmes have more detailed content and training on specific stakeholder engagement processes.</p> <p>Grievance mechanisms</p> <p>The ethics hotline is a whistleblower hotline where employees can report concerns. We also have suggestion boxes in place for employees to make suggestions on improving business processes. Our Employee Assistance Programmes offer service where employees can seek independent advice on personal or work related issues if they feel our formal grievance processes are not effective. In some regions like South Deep a social worker is on site to assist employees through challenging issues and advise accordingly.</p> <p>Other established or emerging best practices:</p> <p>Dialogue mechanism with trade unions- Within our highly unionised environments in South Africa and Ghana various forums exist to engage with Labour. In South Africa there are forums such as the Skills Development Forum, Employment Equity Forum and others that are set up to engage with our unions on a range of issues and the charter and scope of these forums is defined by the guidelines outlined by local legislation. In South Africa each of our mines take part in regulated weekly meetings on safety, recruitment, training and other working conditions. On a monthly level, our senior management meets with the branch and regional leadership of all representative trade unions. Depending on the region, statutory negotiations on wages and working conditions are held between management and the representative unions in South Africa and in Ghana to reach agreement on wages and working conditions that is binding on the industry and employees. In Ghana, we regularly engage with the Ghana Mineworkers Union on working conditions such as salaries and other remuneration benefits. This happens at national level as well as at mine level.</p> <p>External Focus:Contractor and Supplier Due Diligence: During 2015, Gold Fields implemented a due diligence application to establish the risk profiles of external suppliers and contractors by monitoring a range of local and international databases. The application concentrates on the financial, environmental, social, governance and labour performance (including human rights) of the external parties. The outcome of the screening exercise will be filtered through to regional risk management processes and used by the regions to decide the appointment of external suppliers and contractors and the continuation of existing relationships.</p>

<p>Criterion 8: The COP describes effective monitoring and evaluation mechanisms of labour principles integration</p>	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> System to track and measure performance based on standardized performance metrics</p> <p>> Dialogues with the representative organization of workers to regularly review progress made and jointly identify priorities for the future</p> <p>> Audits or other steps to monitor and improve the working conditions of companies in the supply chain, in line with principles of international labour standards</p> <p>> Process to positively engage with the suppliers to address the challenges (i.e., partnership approach instead of corrective approach) through schemes to improve workplace practices</p> <p>> Outcomes of integration of the labour principles</p> <p>> Other established or emerging best practices</p>	<p>1.3 Our DNA- Stakeholder Charters - Employee Charter</p> <p>1.7 Group performance scorecard</p> <p>2.2 CEO report</p> <p>2.3 Board Committees - Social and Ethics Committee- online</p> <p>4. Business Optimisation</p> <p>5. Social Licence to operate</p> <p>5.2 Government and social relations/Black Economic Empowerment in SA, Mining Charter Scorecard</p> <p>6.1 Driving a high performance culture</p> <p>6.1 Industrial relations</p> <p>7.3 Assured data</p> <p>Indicators in GRI Content Index</p> <p>Employment G4-LA1, G4-LA2, G4-LA3; Labour Relations G4-LA4, G4-MM4; Occupational Health and Safety G4-LA5, G4-LA6, G4-LA7, G4-LA8; Training and Education G4-LA9, G4-LA10, G4-LA11; Diversity and Equal Opportunity G4-LA12, Equal Remuneration for Men and Women G4-LA13; Supplier Assessment for Labour Practices G4-LA14 - G4-LA15; Labour practices Grievance Mechanisms G4-LA16; G4-HR1, G4-HR2, G4-HR4 - G4-HR7, G4-HR12; G4-MM4; G4-MM5</p> <p>Disclosure on Management Approach : Labour Practices and Decent Work</p>	<p>Gold Fields has a performance management system in place to monitor and track the performance of management employees in line with the annually published Group scorecard. Performance is tracked biannually and alignment between objectives cascaded from Group to regional to individual employee is measured. For non-management employees production bonus schemes are in place that define the standardised performance metrics for all employees and they are rewarded on this basis.</p> <p>Audits to monitor and improve working conditions</p> <p>At South Deep we run all of our 880 vendors through a Dow Jones Screening Tool as well as through Lexis Nexis Procure Check which both screen for adherence to a range of labour principles. In addition in South Africa audits are conducted on the working and living conditions of our employees as part of our housing strategy.</p> <p>Joint working group on labour issues in South Africa</p> <p>South African gold mining companies, trade unions and government have established a working group to examine labour issues within the industry. This group had input in the 2013 round of labour negotiations and some of its recommendations were included in the two year settlement agreement reached between representative trade unions and the Chamber of Mines. Implementation on some of these issues started in 2014 and is still ongoing.</p> <p>Other established or emerging best practices</p> <p>Our transformation efforts in South Africa are based on the Black Economic Empowerment criteria contained in the Mining Charter. Our strategy for achieving these is based the promotion of the education, training and development of Historically Disadvantaged South African employees - as part of a long-term empowerment pipeline through which such individuals will pass over time. With the completion of the 2014 Mining Charter new regulations may be introduced but Gold Fields remains committed to a strong investment in skills development in view of the mechanised mining skills required at its South Deep mine. Skills transfer between our various operations is also a established practice at Gold Fields - during 2014 a team of 21 mechanised mining experts spent a number of months at South Deep to train and mentor selected employees at the mine. Similarly a number of South Deep employees shadowed their colleagues at our Australian mines for a number of days during 2014. In Ghana and Peru we proactively employ, develop and retain 'national' employees to ensure that as far as is reasonably possible, our workforce reflects the societies in which they are based and to meet relevant national regulatory requirements.</p> <p>In 2013 Gold Fields introduced a Group Scorecard. This is the criteria by which performance in Gold Fields is measured at a Group level. Employee engagement is one of the measures included in this scorecard and is used to track progress quarterly and annually. This process is cascaded into Regional and Individual Balanced Scorecard metrics to ensure the key objectives are tracked, assessed and reported on in relation to key labour policies and initiatives. An updated scorecard for 2015 is provided in the IAR (CEO Report) and the performance against the 2015 Scorecard criteria is highlighted in the 2015 Remuneration Report in the Annual Financial Statements.</p> <p>External Focus:Contractor and Supplier Due Diligence: During 2015, Gold Fields implemented a due diligence application to establish the risk profiles of external suppliers and contractors by monitoring a range of local and international databases. The application concentrates on the financial, environmental, social, governance and labour performance (including human rights) of the external parties. The outcome of the screening exercise will be filtered through to regional risk management processes and used by the regions to decide the appointment of external suppliers and contractors and the continuation of existing relationships.</p>
<p>Criterion 9: The COP describes robust commitments, strategies or policies in the area of environmental stewardship</p>	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> Reference to relevant international conventions and other international instruments (e.g. Rio Declaration on Environment and Development)</p> <p>> Reflection on the relevance of environmental stewardship for the company</p> <p>> Written company policy on environmental stewardship</p> <p>> Inclusion of minimum environmental standards in contracts with suppliers and other relevant business partners</p> <p>> Specific commitments and goals for specified years</p> <p>> Other established or emerging best practices</p>	<p>1.3 Gold Fields DNA (Responsible environmental management)</p> <p>1.4 Our Value Creation model</p> <p>1.5 Gold Fields' annual performance dashboard (includes environmental metrics against which to assess performance)</p> <p>1.7 and 2.2 2015 and 2016 Group Performance scorecards</p> <p>2.2 CEO report</p> <p>2.3 Corporate governance</p> <p>2.3 Internal and external standards and principles (includes reference to the group environmental policy)</p> <p>2.5 Risk and materiality (shows key environmental risks for the group and the process for selecting the most material risks for Gold Fields)</p> <p>4.3 Earning and Maintaining a social licence to operate (Water is key to our Salares Norte project)</p> <p>5.2 Promoting environmental stewardship</p> <p>5.2 Energy and carbon management</p> <p>5.2 Social licence to operate - communities and water</p> <p>7.2 Third party: Independent assurance (assurance over environmental performance indicators and alignment of our policies with the ICMM 10 principles)</p> <p>7.2 Third party: Independent assurance (assurance over environmental performance indicators and alignment of our policies with the ICMM 10 principles)</p> <p>Overall environmental policies on water, energy & carbon management; mine closure; and biodiversity: http://www.goldfields.com/sus_environment.php</p> <p>GRI Content Index G4-EN1 - G4-EN34</p> <p>Disclosure on Management Approach : Environmental</p> <p>Online - Carbon Management Policy and Environmental Policy - www.goldfields.co.za/sus_policies.php</p> <p>CDP and CDP Water Disclosure - www.goldfields.co.za/sus_reporting</p>	<p>Compliance Programme: See pg 38 of IAR 2015</p> <p>Policies, Guidelines and environmental stewardship: In addition to a group sustainable development policy there is also a group environmental policy as well as group management guidelines for water, mine closure and energy and carbon. The policies as well as the guidelines are all aligned to both the ICMM and the UNGC 10 Principles. The alignment of our policies and guidelines to the ICMM 10 principles was externally assured by KPMG in 2014. A strong commitment to environmental stewardship is made in the IAR 2014 which includes an entire chapter on this subject (Section 4.3). All of Gold Fields operations are ISO 14001 certified and all eligible operations are Cyanide Code certified.</p> <p>Fit for purpose structures and group scorecard: Gold Fields requires environmental teams to be appropriately resourced and structured to implement both group strategy and operational level commitments. The group scorecard for 2015 and 2016 contains several environmental objectives (i.e. water management, mine closure and climate change - see section 1.7 and 2.2 of the CEO report, "Strategic priorities and guidance for 2016" in the IAR 2015). Various other environmental goals are included in the performance targets of senior management in the group (e.g. sustainable development heads, Group VP for SD, Environmental managers/heads).</p> <p>Goals and Targets: Gold Fields obtains reasonable independent assurance over all its environmental key performance indicators (See section 7.2 of the IAR 2015) and has set an environmental target (energy and carbon) and goals (see Section 5.2 Social licence to operate pg 90-103). Various other environmental goals are explained throughout the IAR such as identifying opportunities to reuse water.</p> <p>Other established or emerging best practices: Environmental best practices are embedded in the group on an ongoing basis, including the use of dynamic and predictive water balances, water re-use, recycling & conservation initiatives, water-related shared value projects and post-closure water management strategies as well as energy and carbon efficiency projects and energy security strategies (including renewable energy). For more details refer to section 5.2 of the IAR 2015. Gold Fields also makes an annual submission to the climate change and water components of the Carbon Disclosure Project (See https://www.goldfields.co.za/sus_reporting.php) and has been doing so since 2008 and 2011, respectively.</p> <p>International Standards and Frameworks: Please refer to section 2.3, pg 35 of the IAR 2015 (Internal and external standards and principles) for the full list to which Gold Fields subscribes.</p> <p>External Focus:Contractor and Supplier Due Diligence: During 2015, Gold Fields implemented a due diligence application to establish the risk profiles of external suppliers and contractors by monitoring a range of local and international databases. The application concentrates on the financial, environmental, social, governance and labour performance of the external parties. The outcome of the screening exercise will be filtered through to regional risk management processes and used by the regions to decide the appointment of external suppliers and contractors and the continuation of existing relationships.</p> <p>Gold Fields and Paris declaration</p> <p>In 2015 Gold Fields joined the Paris Pledge for Action to support the call for a commitment to implement the agreements reached at the Paris Climate Change talks.</p>
<p>Criterion 10: The COP describes effective management systems to integrate the environmental principles</p>	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> Environmental risk and impact assessments</p> <p>> Assessments of lifecycle impact of products, ensuring environmentally sound management policies</p> <p>> Allocation of responsibilities and accountability within the organisation</p> <p>> Internal awareness-raising and training on environmental stewardship for management and employees</p> <p>> Grievance mechanisms, communication channels and other procedures (e.g. whistleblower mechanisms) for reporting concerns or seeking advice regarding environmental impacts</p> <p>> Other established or emerging best practices</p>	<p>1.3 Gold Fields DNA (Responsible environmental management)</p> <p>1.4 Our Value Creation model</p> <p>1.5 Gold Fields' annual performance dashboard (includes environmental metrics against which to assess performance)</p> <p>2.2 CEO report</p> <p>2.3 Corporate governance</p> <p>2.3 Internal and external standards and principles (includes reference to the group environmental policy)</p> <p>2.5 Risk and materiality (shows key environmental risks for the group and the process for selecting the most material risks for Gold Fields)</p> <p>4.3 Earning and Maintaining a social licence to operate (Water is key to our Salares Norte project)</p> <p>5.2 Promoting environmental stewardship</p> <p>5.2 Energy and carbon management</p> <p>7.2 Third party: Independent assurance (assurance over environmental performance indicators and alignment of our policies with the ICMM 10 principles)</p> <p>7.2 Third party: Independent assurance (assurance over environmental performance indicators and alignment of our policies with the ICMM 10 principles)</p> <p>GRI Content Index/ G4-EN1 - G4-EN34; G4-MM2</p> <p>Online - Carbon Management Policy and Environmental Policy - www.goldfields.co.za/sus_policies.php</p>	<p>Lifecycle assessment: Lifecycle assessments for our product is not relevant as gold is an inert metal and is not a waste product and has inherent value.</p> <p>Responsibility and accountability for Environmental Management: Material environmental issues (operations & group) are reported to the Board, via the Safety, Health and Sustainable Development Committee (a sub-committee of the Board). At corporate, the Vice-President: Group Sustainable Development (reporting to the Executive VP of SD) has oversight of environmental management, with regional EVPs, SD heads/environmental heads and general managers having varying levels of regional and operation; responsibility. Environmental Managers and associated teams are responsible for managing the day to day operational environmental issues. The group scorecard for 2016 contains several environmental objectives (i.e. water management, mine closure and climate change - See section 2.2 of the CEO report in the IAR 2015). Various other environmental objectives such as energy security and mine closure are included in the performance scorecards of senior management and executives in the group.</p> <p>Environmental impact and risk assessments: Environmental impact assessments and associated management plans are undertaken at all of our operations and cover existing activities that may have an environmental impact as well as any new activities (see https://www.goldfields.co.za/sus_social.php). Assessment of environmental risks is undertaken as part of the EIA process as well as our enterprise wide risk management process (See section 2.5 Risk and materiality - IAR 2015).</p> <p>Environmental training and awareness-raising: At an operational level, various environmental training and awareness-raising takes place, mainly through our ISO 14001-certified environmental management systems. The leadership training programmes and induction also cover environmental aspects, where relevant. All our operations are ISO 14001 certified.</p> <p>Environmental Communication Mechanisms: Although focused on ethics, our 24hr independently managed hotline is available for all complaints - including those relating to the environment. In addition, it is a requirement for all operations to have appropriate grievance mechanisms in place. In addition, at a group level, environmental grievances can be submitted via the Gold Fields SD website (See http://www.goldfields.co.za/contacts_main.php) or contact can be made directly with the VP: Group Sustainable Development or the EVP: Group Sustainable Development.</p> <p>Other established or emerging best practices: Please refer to section 2.3, pg 35 Internal and external standards and principles in the IAR 2015 for all the international standards and affiliations that Gold Fields subscribes to. Gold Fields obtains annual assurance over the alignment of our policies with the ICMM 10 sustainable development principles.</p>
<p>Criterion 11: The COP describes effective monitoring and evaluation mechanisms for environmental stewardship</p>	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> Publicly stated formal policy of zero-tolerance of corruption (D1)</p> <p>> System to track and measure performance based on standardized performance metrics</p> <p>> Leadership review of monitoring and improvement results</p> <p>> Process to deal with incidents</p> <p>> Audits or other steps to monitor and improve the environmental performance of companies in the supply chain</p> <p>> Outcomes of integration of the environmental principles</p> <p>> Other established or emerging best practices</p>	<p>1.3 Gold Fields DNA (Responsible environmental management)</p> <p>1.4 Our Value Creation model</p> <p>1.7 Group Performance Scorecard (2015) and Group Performance Scorecard (2016)</p> <p>1.5 Gold Fields' annual performance dashboard (includes environmental metrics against which to assess performance)</p> <p>2.2 CEO report</p> <p>2.3 Corporate governance</p> <p>2.3 Internal and external standards and principles (includes reference to the group environmental policy)</p> <p>2.5 Risk and materiality (shows key environmental risks for the group and the process for selecting the most material risks for Gold Fields)</p> <p>4.3 Earning and Maintaining a social licence to operate (Water is key to our Salares Norte project)</p> <p>5.2 Promoting environmental stewardship</p> <p>5.2 Energy and carbon management</p> <p>7.2 Third party: Independent assurance (assurance over environmental performance indicators and alignment of our policies with the ICMM 10 principles)</p> <p>7.2 Third party: Independent assurance (assurance over environmental performance indicators and alignment of our policies with the ICMM 10 principles)</p> <p>GRI Content Index G4-EN1 - G4-EN34, G4-12, G4-MM1, G4-MM2</p> <p>- Submission of Sustainability Reports (including environmental performance) - http://www.goldfields.com/sus_reporting.php</p> <p>- Overall sustainability/environmental performance - http://www.goldfields.com/sus_performance.php</p> <p>CDP and CDP Water Disclosure - www.goldfields.co.za/sus_reporting</p>	<p>Environmental incident reporting: Environmental incidents are recorded at each operation in accordance with a group guideline and then tracked till they are closed out. The incidents are rated on a scale of 1-5 in terms of severity. All environmental incidents, no matter what their level, are reported on a monthly basis into the central data capture system (which collates stores and tracks all key environmental performance indicators). The details are then reported on a quarterly basis to the Safety, Health and Sustainable Development Committee (a sub-committee of the board). All level 3 and above environmental incidents are reported annually in our Integrated Annual Report and the number of these incidents is externally assured by KPMG (IAR 2015 - Section 7.3).</p> <p>System to track and measure performance based on standardized performance metrics: All environmental key performance indicators are tracked and reported monthly by all our operations into a centralised SAP based system. All environmental performance indicators are reported quarterly to the Safety, Health and Sustainable Development Committee and annually in the Integrated Annual Report. Reasonable assurance is provided annually by KPMG on these indicators (See section 7.3 of the IAR 2015). Group performance on key environmental indicators is recorded in section 1.5 of the IAR 2015. The group scorecard for 2016 contains several environmental objectives (i.e. water management and energy and carbon - See section 2.2 of the CEO report in the IAR 2015). Various other environmental objectives such as energy security and mine closure are included in the performance scorecards of senior management and executives in the group.</p> <p>Outcomes of integration of the environmental principles: To ensure Group-wide conformance with the guidelines, each operation conducted self-assessments to ascertain the levels of conformance with the guidelines. Action plans have been put in place to address any gaps during 2016. KPMG also provides assurance over the alignment of Gold Fields Group policies to the ICMM 10 principles (See section 7 of the IAR 2015).</p> <p>Other established or emerging best practices: Key environmental stewardship metrics are incorporated into the group scorecard to drive ongoing improvement of energy and carbon management and water re-use and recycling practices. In addition, a key component of measuring our environmental stewardship performance is the annual submission of the water and carbon disclosure projects as well as the Dow Jones Sustainability Index.</p> <p>External Focus: Audits or other steps to monitor and improve the environmental performance of companies in the supply chain: During 2015, Gold Fields implemented a due diligence application to establish the risk profiles of external suppliers and contractors by monitoring a range of local and international databases. The application concentrates on the financial, environmental, social, governance and labour performance of the external parties. The outcome of the screening exercise will be filtered through to regional risk management processes and used by the regions to decide the appointment of external suppliers and contractors and the continuation of existing relationships.</p> <p>CDP and CDP Water Disclosure</p> <p>We are regularly ranked among top companies in the Carbon Disclosure Leadership Index. Since 2011 we have also voluntarily submitted information relating to our water usage, goals and water-related risks to the CDP Water Disclosure Index. More details and our annual submissions can be found at www.goldfields.co.za/sus_reporting.php</p>
<p>Criterion 12: The COP describes robust commitments, strategies or policies in the area of anti-corruption</p>	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> Publicly stated formal policy of zero-tolerance of corruption (D1)</p> <p>> Commitment to be in compliance with all relevant anti-corruption laws, including the implementation of procedures to know the law and monitor changes(B2)</p> <p>> Statement of support for international and regional legal frameworks, such as the UN Convention against Corruption (D2)</p> <p>> Detailed policies for high-risk areas of corruption (D4)</p> <p>> Policy on anti-corruption regarding business partners (D5)</p> <p>> Other established or emerging best practices</p>	<p>1.3 Gold Fields DNA</p> <p>2.1 Vision of the Chairperson</p> <p>2.3 Corporate Governance Overview</p> <p>2.3 Internal and External Standards and Principles (compliance - World Gold Council Conflict-Free Gold Standard)</p> <p>2.3 Compliance and Ethics</p> <p>2.3 Board of Directors and Board of Directors Charter</p> <p>2.3 Board committees / Social and Ethics Committee- online</p> <p>5.2 Government Relations</p> <p>Online</p> <p>- Gold Fields Standards and Principles (http://www.goldfields.com/au_standards.php)</p> <p>- Code of Ethics (http://www.goldfields.com/au_ethics.php)</p> <p>GRI Content Index G4-S6; G4-S8</p> <p>Anti-Corruption G4-S03, G4-S04, G4-S05; Public Policy G4-S06</p>	<p>An all encompassing ABC Guideline is being developed to act as guidance for the regions in terms of addressing risk exposure, both internally as well as externally. Once finalised it will be rolled-out Group-wide for adoption and implementation. In the meantime strict adherence within the Group is managed through the Code of Ethics, the review and intervention of the Groups Legal Departments, compliance with the regulatory requirements, stock exchange requirements especially the Securities and Exchange Commission, JSE Limited and Sarbanes Oxley Compliance.</p> <p>Other established or emerging best practices</p> <p>External Focus: Contractor and Supplier Due Diligence: During 2015, Gold Fields implemented a due diligence application to establish the risk profiles of external suppliers and contractors by monitoring a range of local and international databases. The application concentrates on the financial, environmental, social, governance and labour performance of the external parties. The outcome of the screening exercise will be filtered through to regional risk management processes and used by the regions to decide the appointment of external suppliers and contractors and the continuation of existing relationships.</p>

<p>Criterion 13: The COP describes effective management systems to integrate the anti-corruption principle</p>	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> Support by the organization's leadership for anti-corruption (B4)</p> <p>> Carrying out risk assessment of potential areas of corruption (D3)</p> <p>> Human Resources procedures supporting the anti-corruption commitment or policy, including communication to and training for all employees (B5 + D8)</p> <p>> Internal checks and balances to ensure consistency with the anti-corruption commitment (B6)</p> <p>> Actions taken to encourage business partners to implement anti-corruption commitments (D6)</p> <p>> Management responsibility and accountability for implementation of the anti-corruption commitment or policy (D7)</p> <p>> Communications (whistleblowing) channels and follow-up mechanisms for reporting concerns or seeking advice (D9)</p> <p>> Internal accounting and auditing procedures related to anticorruption (D10)</p> <p>> Other established or emerging best practices</p>	<p>1.3 Gold Fields DNA</p> <p>2.3 Corporate Governance Overview</p> <p>2.3 Internal and External Standards and Principles (compliance - World Gold Council Conflict-Free Gold Standard)</p> <p>2.3 Board of Directors and Board of Directors Charter</p> <p>2.3 Compliance and Ethics</p> <p>2.3 Board committees / Social and Ethics Committee- online</p> <p>5.2 Government Relations</p> <p>Online - Gold Fields Standards and Principles (http://www.goldfields.com/au_standards.php)</p> <p>- Code of Ethics (http://www.goldfields.com/au_ethics.php)</p> <p>GRI Content Index G4-12, G4-S03</p> <p>G4-56; G4-58</p> <p>Anti-Corruption G4-S03, G4-S04, G4-S05; Public Policy G4-S06</p>	<p>Other established or emerging best practices</p> <p>During 2014 a Group-wide regulatory Compliance Framework was implemented . The framework intends to assist the regions and operations with the adherence to local and international legislation , including inter alia relevant regulations and/or declarations relating to anti-corruption. The Framework is a key component contributing to the implementation of the 10 principles, through the mapping of statutory controls that covers aspects of the principles in each of the countries in which Gold Fields operates.</p> <p>Our financials are audited annually which includes an audit of possible irregular payments.</p> <p>Actions taken to encourage business partners to implement anti-corruption commitments</p> <p>All such provisions are included in Procurement contracts entered into with suppliers and business partners.</p> <p>As part of the Ethics portal, we have created an Ethics Statutory landscape. This landscape identifies the applicable legal instruments per operating jurisdiction.</p> <p>Group Compliance:As Gold Fields operates in various jurisdictions, the legal and regulatory environment is an ever changing one which can lead to complex matters. In order to manage this effectively and efficiently, and enhance risk mitigation strategies, Gold Fields has established a risk-based Group compliance programme to provide the highest levels of assurance for regulatory compliance. In terms of the programme, Gold Fields:</p> <ul style="list-style-type: none"> - Identifies and consistently reviews all statutes in its operating jurisdictions and assesses the exposure to non-compliance and regulatory risks - Ensures that the internal control environment is aligned to prioritised risks encompassed in statutory requirements - Conducts reviews by Internal Audit to assess that appropriate measures are implemented and that controls are effective to mitigate and manage risk <p>A Group compliance Index has been developed to accommodate changes within the business, applicable statutes, as well as compliance and regulatory risks. The programme and associated internal controls will be assured by management, internal audit and external assurers on an annual basis.</p>
<p>Criterion 14: The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption</p>	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> Leadership review of monitoring and improvement results (D12)</p> <p>> Process to deal with incidents (D13)</p> <p>> Public legal cases regarding corruption (D14)</p> <p>> Use of independent external assurance of anti-corruption programmes (D15)</p> <p>> Outcomes of integration of the anti-corruption principle</p> <p>> Other established or emerging best practices</p>	<p>1.3 Gold Fields DNA</p> <p>2.3 Corporate Governance Overview</p> <p>2.3 Internal and External Standards and Principles (compliance - World Gold Council Conflict-Free Gold Standard)</p> <p>2.3 Board of Directors and Board of Directors Charter</p> <p>2.3 Board committees / Social and Ethics Committee- online</p> <p>5.2 Government Relations</p> <p>Online - Gold Fields Standards and Principles (http://www.goldfields.com/au_standards.php)</p> <p>- Code of Ethics (http://www.goldfields.com/au_ethics.php)</p> <p>GRI Content Index G4-S02 - G4-S05; G4- S07-8;</p> <p>Online - Commitment to Paris UN Climate Change declaration - www.goldfields.co.za/leadership_main.php</p> <p>Submissions in terms of CDP and CDP Water Disclosure - www.goldfields.co.za/sus_reporting.php</p>	<p>Monitoring</p> <p>Our anti-corruption performance is overseen on a quarterly basis by our Audit Committee - as well as our Social and Ethics Committee. For further information see: 2.3 Online - Board committees.</p> <p>Extractive Industry Transparency Initiative (EITI)</p> <p>Both Ghana and Peru adhere to the Extractive Industries Transparency Initiative ("EITI"), ensuring full transparency around natural resource revenues received by their respective governments. As a result, the public revenues our mines in these countries generate have a real impact on wider socio-economic development – particularly when they are targeted at development enablers such as public health, education and infrastructure. Gold Fields supports the principles and processes of the EITI through its membership of the International Council on Mining and Metals ("ICMM"). In Ghana and Peru (both EITI-compliant) extractive companies are obliged to disclose details of their payments to government. Likewise these governments are required to publish the funds they receive from such companies.</p> <p>Public legal cases</p> <p>Gold Fields is currently subject to an investigation by the US Securities Exchange Commission and the South African Directorate for Priority Crime Investigations regarding its 2010 Black Economic Empowerment deal relating to its South Deep mine in South Africa. For further information see Directors Report and Note 36 (pg 108) in the 2014 Annual Financial Report.</p> <p>Other established or emerging best practices</p> <p>External Focus:Contractor and Supplier Due Diligence:During 2015, Gold Fields implemented a due diligence application to establish the risk profiles of external suppliers and contractors by monitoring a range of local and international databases. The application concentrates on the financial, environmental, social, governance and labour performance of the external parties. The outcome of the screening exercise will be filtered through to regional risk management processes and used by the regions to decide the appointment of external suppliers and contractors and the continuation of existing relationships</p>
<p>Criterion 15: The COP describes core business contributions to UN goals and issues</p>	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> Align core business strategy with one or more relevant UN goals/issues</p> <p>> Develop relevant products and services or design business models that contribute to UN goals/issues</p> <p>> Adopt and modify operating procedures to maximize contribution to UN goals/issues</p> <p>> Other established or emerging best practices</p>	<p>1.1 About this Report</p> <p>1.3 Gold Fields DNA</p> <p>1.4 Our value creation model</p> <p>1.6 Total Value Distribution</p> <p>1.7 Group performance scorecard</p> <p>2.2 CEO Report, pg 22-23</p> <p>2.3 Corporate governance - Board of directors; Standards, principles and systems</p> <p>2.5 Risk and Materiality</p> <p>4.3 Pursuing zero harm</p> <p>5 Social licence to operate</p> <p>5.1 Introduction</p> <p>5.2 Strategic focus areas - Energy and Carbon, Water, Waste and tailings, Mine closure, Government relations, Community relations, Shared value, Human rights</p> <p>6.1 People - Driving a high performance culture</p> <p>6.2 Strategic focus areas - Talent management, Industrial Relations</p> <p>Disclosures on Management Approach : Economic, Environmental, Social</p> <p>GRI Content Index - page 56 - 58 , UNGC commitments</p>	<p>Contribution to UN goals/issues</p> <p>Our top 5 Sustainable Development (SD) priorities (which are integrated into the business through our SD Strategy, SD Framework and the Group Scorecard) align with principles 7,8 & 9 of the UNGC.</p> <p>All of the 10 Principles are embedded in Gold Fields approach to business (Human Rights, Labour Standards, Environment and Anti-Corruption). Gold Fields guidelines for Water, Mine Closure, Community Relations and Energy and Carbon are aligned to the UNGC 10 Principles. Annual feedback is provided to the Social and Ethics Committee (a Board sub-committee) on Gold Fields progress with embedding the 10 Principles on Sustainable Development of the International Council on Mining and Metals ("ICMM") and the 10 Principles of the United Nations Global Compact into the business (See section 2.3 of the IAR 2015 and the Social & Ethics Committee Charter at https://www.goldfields.com/au_standards.php).</p> <p>Commitment to HIV, Malaria, TB and education principles of the UN</p> <p>Gold Fields has extensive HIV and TB programmes in South Africa and Ghana and effective Malaria programmes in Ghana. We offer a range of medical, surveillance and counselling services to employees and partner with local government in these campaigns. We also have a strong focus on education in our local communities and offer a range of services and programmes to support the education of our employees and surrounding communities. This includes literacy (Adult Basic Education Training - ABET) programmes, bursary, scholarships and portable skills programmes. We also have education funds or trusts for children of employees in the unfortunate event of a mine accident to ensure the children are well cared for.</p> <p>Our 2015 Integrated Annual Report forms part of our Communication on Progress to the United Nations Global Compact. A summary of our alignment with the 10 Principles of the United Nations Global Compact and the ICMM 10 Principles and the mandatory requirements of the position statements can be found at https://www.goldfields.co.za/pdf/reports/gri-index-2015.pdf (GRI Report: Pgs 54 - 58)</p> <p>Other established or emerging best practices</p> <p>Gold Fields is a proactive supporter of the Extractive Industries Transparency Initiative (EITI) and also voluntarily conforms with the World Gold Councils Conflict Free Gold Standard, a key component of which is to provide assurance that the gold we produce has been extracted in a manner that does not cause, support or benefit unlawful armed conflict or contribute to serious human rights abuses or breaches of international humanitarian law.</p> <p>Gold Fields and Paris declaration</p> <p>In 2015 Gold Fields joined the Paris Pledge for Action to support the call for a commitment to implement the agreements reached at the Paris Climate Change talks.</p>
<p>Criterion 16: The COP describes strategic social investments and philanthropy</p>	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> Pursue social investments and philanthropic contributions that tie in with the core competencies or operating context of the company as an integrated part of its sustainability strategy</p> <p>> Coordinate efforts with other organizations and initiatives to amplify—and not negate or unnecessarily duplicate—the efforts of other contributors</p> <p>> Take responsibility for the intentional and unintentional effects of funding and have due regard for local customs, traditions, religions, and priorities of pertinent individuals and groups</p> <p>> Other established or emerging best practices</p>	<p>1.3 Gold Fields DNA - Society and Community Charter</p> <p>1.4 Our value creation model</p> <p>1.5 Gold Fields annual performance dashboard</p> <p>1.6 Total value distribution</p> <p>1.7 Group performance scorecard 2015</p> <p>2.1 Vision of the Chairperson</p> <p>2.2 CEO Report</p> <p>2.3 Corporate governance</p> <p>2.4 Operating context - Social licence to operate</p> <p>2.5 Risk and Materiality, materiality assessment</p> <p>5 Social licence to operate</p> <p>5.2 Strategic focus areas - Government relations, Community relations, Shared value, Human rights</p> <p>5.2 BEE in South Africa - Mining Charter Scorecard</p> <p>7.3 Key sustainability performance data</p> <p>GRI Content Index - Disclosures on Management Approach : Economic, Environmental, Social</p>	<p>Social Investment is a key component of our SD Strategy and one of our top 5 group priorities for Gold Fields.</p> <p>Community Handbook</p> <p>Gold Fields implements a range of socio-economic development (SED) initiatives to benefit host communities in addition to community procurement and employment, including skills development, education, investment, health investment and infrastructure support. In 2015 we completed and rolled-out of our Summary Community Relations and Stakeholder Engagement Handbook as our company guideline on how to engage with and invest in communities we operate in. This also guides Gold Fields employees on local customs, traditions, and priorities of local groups. Each region has committed community and social investment plans which are being tracked against commitments.</p> <p>For more details see the Community relations and Shared Value section of our 2015 IAR and http://www.goldfields.com/sus_societal.php</p> <p>Other established or emerging best practices</p> <p>We are increasingly applying the Shared Value approach to promoting community development. This is based on the application of business strategies that not only deliver commercial and/or operational benefits to the Company, but also deliver benefits to our host communities at the same time. Our approach is focused on four key areas: Education; Preferential community employment; Preferential community procurement; and, Water security. The approach was introduced in 2013, pilot projects were undertaken in 2014 and in 2015 two new projects were initiated at Cerro Corona mine in Peru and South Deep mine in South Africa. The approach is been embedded into our operations and in 2016 new shared value projects will target host community procurement and employment.</p> <p>For further information see: 5.2 Social licence to operate - Shared value projects.</p>
<p>Criterion 17: The COP describes advocacy and public policy engagement</p>	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> Publicly advocate the importance of action in relation to one or more UN goals/issues</p> <p>> Commit company leaders to participate in key summits, conferences, and other important public policy interactions in relation to one or more UN goals/issues</p> <p>> Other established or emerging best practices</p>	<p>2.3 Political drivers - EITI initiative</p> <p>5.2 Government and social relations / Public policy - BEE in South Africa, Mining Charter Scorecard</p> <p>5.2 Shared Value</p> <p>GRI Content Index: Disclosures on Management Approach : Economic, Environmental, Social</p> <p>Online - Commitment to Paris UN Climate Change declaration - www.goldfields.co.za/leadership_main.php</p>	<p>Partnering and public advocacy</p> <p>Through its membership of the ICMM, Gold Fields works with its industry peers on addressing key issues such as responsible mining and stewardship in relation to the entire gold value chain (from exploration to the refinery) and participates actively in ICMM forums.</p> <p>Government engagement</p> <p>Gold Fields engages national, provincial/state and local governments on matters of mutual concern, generally through chambers of mines. Details of specific engagements and topics are described in our 2015 IAR in the section "Government relations", pp 104-107.</p> <p>Other established or emerging best practices: Integrated reporting and integrated thinking</p> <p>Gold Fields is part of a number of organisations that promote integrated thinking and integrated reporting. Between 2011 – 2014 Gold Fields was a pilot company of the International Integrated Reporting Council (IIRC), a London-based organisation tasked with developing an Integrated Reporting Framework (completed in 2014) and promoting integrated reporting globally. Since mid-2014 – with the launch of the Framework – Gold Fields became a member of the IIRC Business Network, which is developing integrated reporting guidelines for various sectors, such as mining, retail, etc. Gold Fields is also represented in the South African Integrated Reporting Council where the focus is on promoting integrated reporting in South Africa as well as developing some early guidelines for integrated thinking and integrated management.</p>

<p>Criterion 18: The COP describes partnerships and collective action</p>	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> Develop and implement partnership projects with public or private organizations (UN entities, government, NGOs, or other groups) on core business, social investments and/or advocacy</p> <p>> Join industry peers, UN entities and/or other stakeholders in initiatives contributing to solving common challenges and dilemmas at the global and/or local levels with an emphasis on initiatives extending the company's positive impact on its value chain</p> <p>> Other established or emerging best practices</p>	<p>1.3 Gold Fields DNA - Society and Community Charter</p> <p>1.4 Our value creation model</p> <p>2.1 Vision of the Chairperson</p> <p>2.2 CEO Report</p> <p>2.3 Corporate governance</p> <p>2.4 Operating context - Social licence to operate and Regulatory issues</p> <p>5 Social licence to operate</p> <p>5.2 Strategic focus areas - , Government relations, Community relations, Shared value, Human rights</p> <p>Online - Membership of the ICMM - www.goldfields.co.za/leadership_main.php</p>	<p>International Council on Mining and Metals (ICMM) - Through its membership of the ICMM, Gold Fields works with its industry peers on addressing key issues such as responsible mining and stewardship in relation to the entire gold value chain (from exploration to the refinery) and participates actively in ICMM forums.</p> <p>Government engagement: Gold Fields engages national, provincial/state and local governments on matters of mutual concern, generally through chambers of mines. Details of specific engagements and topics are described in our 2015 IAR in the section "Government relations", pp 104-107.</p> <p>Other established or emerging best practices:</p> <p>Occupational Lung Disease Initiative - Gold Fields, together with five other SA mining companies - Anglo American South Africa, AngloGold Ashanti, Harmony Gold, Sibanye Gold and African Rainbow Minerals – formed an industry working group to address issues relating to compensation and medical care for occupational lung disease in the gold mining industry in South Africa. The companies are engaging all stakeholders on these matters, including government, organised labour, other mining companies and legal representatives of claimants who have filed legal suits against the companies. Essentially, the companies are seeking a comprehensive solution that is both fair to past, present and future gold mining employees, and also ensures the future sustainability of companies in the industry.</p> <p>Westonaria Development Roundtable - Gold Fields and Sibanye Gold formalised an Alliance in mid 2015 with the intent of maximising community development through the establishment of a multi-stakeholder forum in Westonaria, near Gold Fields' South Deep mine in South Africa. Two lead NGOs, Senti Institute and ARI-Grow Development, are contracted as service providers and are supported by a number of other NGOs. Phase 1 of this programme was successfully completed in 2015 with investment from the mining companies as well as the Westonaria Community Trust, which is funded by Gold Fields and Sibanye, and the South Deep Education Trust and South Deep Community Trust, both funded by South Deep mine. The companies are working closely with the provincial and municipal government and community stakeholders in implementing Phase 2 of the programme.</p> <p>This is Gold Initiative - Gold Fields, AngloGold, Harmony Gold and Sibanye Gold, the four leading gold mining companies in the SA Chamber of Mines, in 2014 launched the "This is Gold" communications campaign - a collaborative and web-based initiative to provide insight into the gold industry, its processes and its contribution to South Africa. It serves as a platform to represent the South African gold industry and will provide honest, balanced information to the public. This is Gold aims to establish itself as the primary, credible source of information relating to gold and issues surrounding the industry. Furthermore, it aims to pre-empt issues in the media as they arise through pro-active and rapid communication as well as to correct misleading information.</p> <p>Heart of Gold campaign in Western Australia (WA) - The campaign started in 2014 and was driven by gold producers in WA to prevent a high industry tax royalty rate being mooted by the WA government. It sought to celebrate the economic and social contribution the gold industry makes to Western Australia and the impact of the sector on the wider economy. It succeeded when the WA government decided to maintain the royalty rate early in 2015 and the organisation was transformed into the WA Gold Industry Group.</p> <p>Conflict-free gold - Gold Fields has voluntarily implemented the World Gold Council Conflict-Free Gold Standard as best practice across all of its eligible operations. Conformance with the Standard was independently assured in 2014 (See https://www.goldfields.co.za/sus_reporting.php). The Cerro Corona Mine in Peru is not required to conform to the standard as it produces a low-grade gold concentrate, which is excluded from the commodity definition in the Standard. A key driver of conforming to the standard is to provide assurance that the gold we produce has been extracted in a manner that does not cause, support or benefit unlawful armed conflict or contribute to serious human rights abuses or breaches of international humanitarian law. We also wish to support this initiative within the broader gold mining industry.</p> <p>NGO Partnership - Gold Fields is partnering with NGO, Federation for Sustainable Development and KPMG to measure the strength, quality and challenges of its relationships with host communities at South Deep.</p> <p>Project Phakisa - One of the key initiatives in Government engagement in South Africa is the Phakisa Project in which the Chamber of Mines sought to agree on a path towards sustainable growth for the SA Mining sector with Government during 2015.</p>
<p>Criterion 19: The COP describes CEO commitment and leadership</p>	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> CEO publicly delivers explicit statements and demonstrates personal leadership on sustainability and commitment to the UN Global Compact</p> <p>> CEO promotes initiatives to enhance sustainability of the company's sector and leads development of industry standards</p> <p>> CEO leads executive management team in development of corporate sustainability strategy, defining goals and overseeing implementation</p> <p>> Make sustainability criteria and UN Global Compact principles part of goals and incentive schemes for CEO and executive management team</p> <p>> Other established or emerging best practices</p>	<p>Entire Integrated Annual Report 2015</p> <p>1.7 Group performance scorecard 2015 and 2016</p> <p>2. Leadership, governance and materiality</p> <p>2.1 Vision of the Chairperson</p> <p>2.2 CEO Report - Mine of the Future (pg 28 - 29)</p> <p>2.3 EITI initiative</p> <p>5.1 Social license to operate</p> <p>5.2 Government Relations - Black Economic Empowerment in South Africa</p> <p>5.2 Shared Value Implementation</p> <p>6.3 Summarised remuneration report</p> <p>Annual Financial Report 2016 - Remuneration Report</p> <p>GRI Content Index G4-1; G4-2</p>	<p>Other established or emerging best practices</p> <p>Gold Fields has a Group Scorecard which defines the key objectives for the business each year. These objectives translate the Gold Fields strategy into specific Financial, Business Optimisation, Social License to Operate and People objectives for the year. Each region in the Gold Fields Group has its own region-specific scorecard aligned to the Group Scorecard and this forms the foundation of individual performance metrics for all management employees. This ensures that as an organisation we have fit for purpose performance metrics aligned to the overall strategy of the Group. Management incentives are linked to scorecard metrics and this ensures that rewards are aligned to the achievement of the Group and Regional strategic objectives and ensures that the strategy is well understood and communicated to employees.</p> <p>Gold Mining and Shared Value</p> <p>Gold Fields is one of the leaders in the mining sector in terms of implementing Shared Value as a tool to provide clearer focus and direction to community-based investments. CEO Nick Holland outlined the concept in an article in the magazine of the European Centre for Development Policy Management. The article can be found at: http://ecdpn.org/great-insights/sharing-benefits-gold-mining/. FSG, global leader in Shared Value has recently published an article about Gold Fields shared value initiatives at Cerro Corona in Peru. The article can be found at http://fsg.org/projects/gold-fields-finds-solutions-shared-value-strategy.</p> <p>Mining in the Future</p> <p>Gold Fields CEO Nick Holland presented papers at the Future Mining Conference 2015 of the Australian Institute of Mining & Metallurgy and the Gordon Institute of Business Science, outlining the key challenges faced by the sector and looking at long-term trends in the industry to address these challenges. The presentation "The Gold Mining Company of the Future" can be found at: https://www.goldfields.co.za/pdf/presentations/2015/gold_fields_mine_of_the_future_28102015.pdf</p>
<p>Criterion 20: The COP describes Board adoption and oversight</p>	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> Board of Directors (or equivalent) assumes responsibility and oversight for long-term corporate sustainability strategy and performance</p> <p>> Board establishes, where permissible, a committee or assigns an individual board member with responsibility for corporate sustainability.</p> <p>> Board (or committee), where permissible, approves formal reporting on corporate sustainability (Communication on Progress)</p> <p>> Other established or emerging best practices</p>	<p>2.1 Vision of the Chairperson</p> <p>2.3 Board of Directors/ Board of Directors Charter</p> <p>2.3 Board committees/Audit Committee - online</p> <p>2.3 Board committees/Safety, Health and Sustainable Development Committee - online</p> <p>2.3 Board committees/Social and Ethics Committee -online</p> <p>2.3 Compliance and Ethics</p> <p>5.2 Mining Charter Scorecard, pg 106 - 107</p> <p>Annual Financial Report:</p> <p>Audit Committee/Audit Committee statement, Directors Report, Remuneration Report</p> <p>GRI Content Index G4-35 - G4-55</p> <p>Online : Board Charter and Committee Charters - www.goldfields.co.za/au_standards</p>	<p>Safety Health and Sustainable Development Committee ("SH&SD" Committee)</p> <p>The SH&SD Committee is chaired by one of the independent non - executive Board members and has oversight of the implementation of the long term corporate sustainability strategy and performance. Other Board members also sit on this committee.</p> <p>Social and Ethics Committee</p> <p>The Board's Social and Ethics Committee is responsible for ensuring (amongst other things): (1) Gold Fields adequately embeds the ICMM's 10 Principles on Sustainable Development and the 10 Principles of the UN Global Compact (2) Gold Fields upholds the goals of the Organisation of the Economic Cooperation and Development (OECD) recommendations regarding corruption (3) Gold Fields complies with South Africa's Employment Equity Act and other Black Economic Empowerment regulation (4) Gold Fields practices labour policies that comply with the International Labour Organisation (ILO) protocols on decent work and working conditions. The Social and Ethics Committee also has oversight over the South African Transformation Committee, which is responsible for ensuring that the principles set out above are adequately reflected and addressed by Gold Fields through its various management processes including policies, procedures and practices. Both committees are chaired by non-executive independent Directors.</p> <p>Remuneration committee</p> <p>The Remuneration committee of the Board provides oversight of the remuneration and benefits of executives and employees to ensure alignment with company performance. The Committee sits quarterly and the outcomes of key decisions are contained in the Remuneration Report (pg43 Annual Financial Report (AFR)). The Committee is chaired by a non-executive independent Director.</p>
<p>Criterion 21: The COP describes stakeholder engagement</p>	<p>> Any relevant policies, procedures, and activities that the company plans to undertake to fulfill this criterion, including goals, timelines, metrics, and responsible staff</p> <p>> Publicly recognize responsibility for the company's impacts on internal and external stakeholders</p> <p>> Define sustainability strategies, goals and policies in consultation with key stakeholders</p> <p>> Consult stakeholders in dealing with implementation dilemmas and challenges and invite them to take active part in reviewing performance</p> <p>> Establish channels to engage with employees and other stakeholders to hear their ideas and address their concerns, and protect 'whistle-blowers'</p> <p>> Other established or emerging best practices</p>	<p>1.3 Gold Fields DNA - Society and Community Charter</p> <p>1.4 Our value creation model</p> <p>1.5 Gold Fields annual performance dashboard</p> <p>1.6 Total value distribution - stakeholder value distribution</p> <p>1.7 Group performance scorecard 2015</p> <p>2.1 Vision of the Chairperson</p> <p>2.2 CEO Report</p> <p>2.3 Corporate governance AND 2.5 Risk and materiality</p> <p>5 Social licence to operate</p> <p>5.2 Strategic focus areas - Government relations, Community relations, Shared value, Human rights</p> <p>6.1 People - Driving a high performance culture</p> <p>6.2 Strategic focus areas - Talent management</p> <p>https://www.goldfields.co.za/sus_social.php</p> <p>GRI Content Index:</p> <p>General Standard Disclosures on Stakeholder Engagement: G4-24 to G4- 27</p> <p>Disclosures on Management Approach: Social license to operate G4-SO1 and General Grievance Mechanisms G4-MM7, G4-SO11</p> <p>Online : Stakeholder engagement - www.goldfields.co.za/au_stakeholders.php</p>	<p>Stakeholder engagement is key to assisting Gold Fields identify its material issues. Engagement is undertaken directly and indirectly as well as operational and strategic. The outcomes of this engagement are integrated into Gold Fields intense reporting processes.</p> <p>Global Reporting Initiative (GRI) G4 Stakeholder Engagement Process</p> <p>This process involves intensive interaction with internal and external stakeholders to determine the material issues pertinent to Gold Fields. It involved detailed engagement to determine the ranking of Gold Fields' material sustainability issues. Senior executives at the Company, including its regional operations, and representatives of external stakeholders – including industry, government and environmental organisations – were briefed on the GRI process and asked to evaluate all G4 aspects in terms of importance to Gold Fields and its stakeholders. The process followed and the outcome are described on pp43-45 of the 2015 IAR.</p> <p>Launch of Stakeholder Charters</p> <p>In 2013 Gold Fields launched three Stakeholder Charters: An Employee Charter; Investor Charter and a Society And Community Charter. The evolution of the Gold Fields 'DNA' is reflected in these charters. They establish a clear set of commitments to our employees, investors, host governments and communities – as well as clear benchmarks for our own performance. More details can be found in Section 1.3 of the 2015 IAR. The Charters were promoted to stakeholders during 2014. Implementation of the Society and Community Charter is guided by the Gold Fields Community Relations and Stakeholder Engagement Guideline and the Gold Fields Community Relations and Stakeholder Engagement Handbook.</p> <p>Stakeholder consultation on challenges and dilemmas</p> <p>All of our regional community development projects are developed in consultation with relevant local stakeholders. In addition we have a number of multi-stakeholder forums (for example, in Peru, Ghana and South Africa) which meet on a regular basis to discuss any related issues - including challenges and/or dilemmas - and help guide us as we seek to improve our performance and maximise our development impact. Examples include at South Deep mine its Social and Labour Plan (SLP) meetings, during which we meet with unions, community representatives and government officials to track our progress in implementing our defined SLPs; at our Tarkwa and Damang mines in Ghana the Community Consultative Forums which meet quarterly to track performance and discuss issues of relevance to host communities, traditional authorities and government; and a Roundtable at our Cerro Corona mine in Peru which comprises the mine, government and all host communities to plan and monitor community development initiatives.</p> <p>Other established or emerging best practices</p> <p>In 2014 Gold Fields, in partnership with NGO, Federation for a Sustainable Environment and KPMG, piloted a study to measure the strength, quality and challenges of its relationships with host communities at South Deep Mine. The full study undertaken in all of the mine's host communities was completed in 2015. For more details see 5.2 Social license to operate - community relations and shared value. A similar study was undertaken at all host communities in the Tarkwa and Damang mines in Ghana utilising the ICMM's stakeholder toolkit published in 2015.</p> <p>Since 2014 Gold Fields has developed shared value projects (community investment) in consultation with our stakeholders and in line with the Shared Value approach outlined by the FSG organisation.</p>