



GOLD FIELDS

Gold Fields Case Study – 24 hours in the life of a Gold Fields employee

**Italia Boninelli
Senior Vice President: Human Resources
29 October 2009**

GOLD FIELDS IN CONTEXT

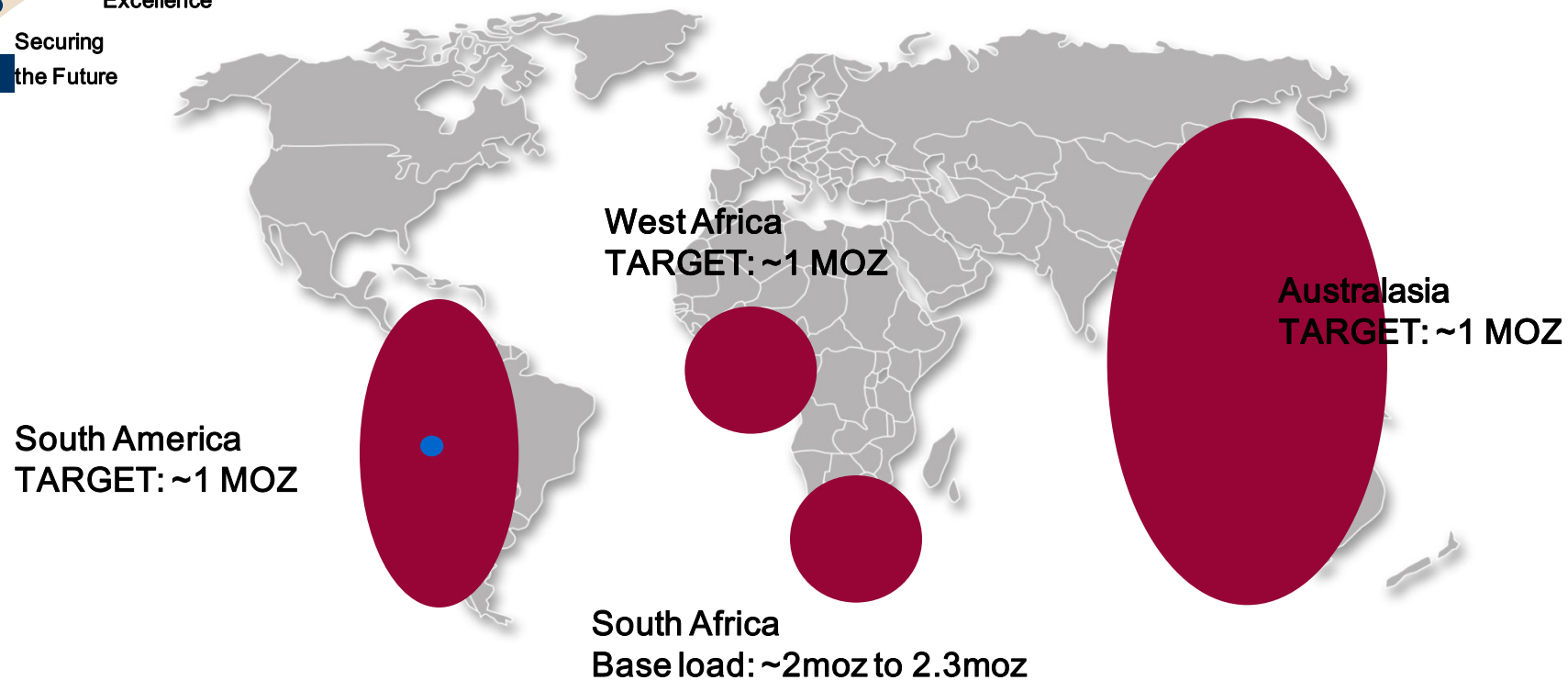


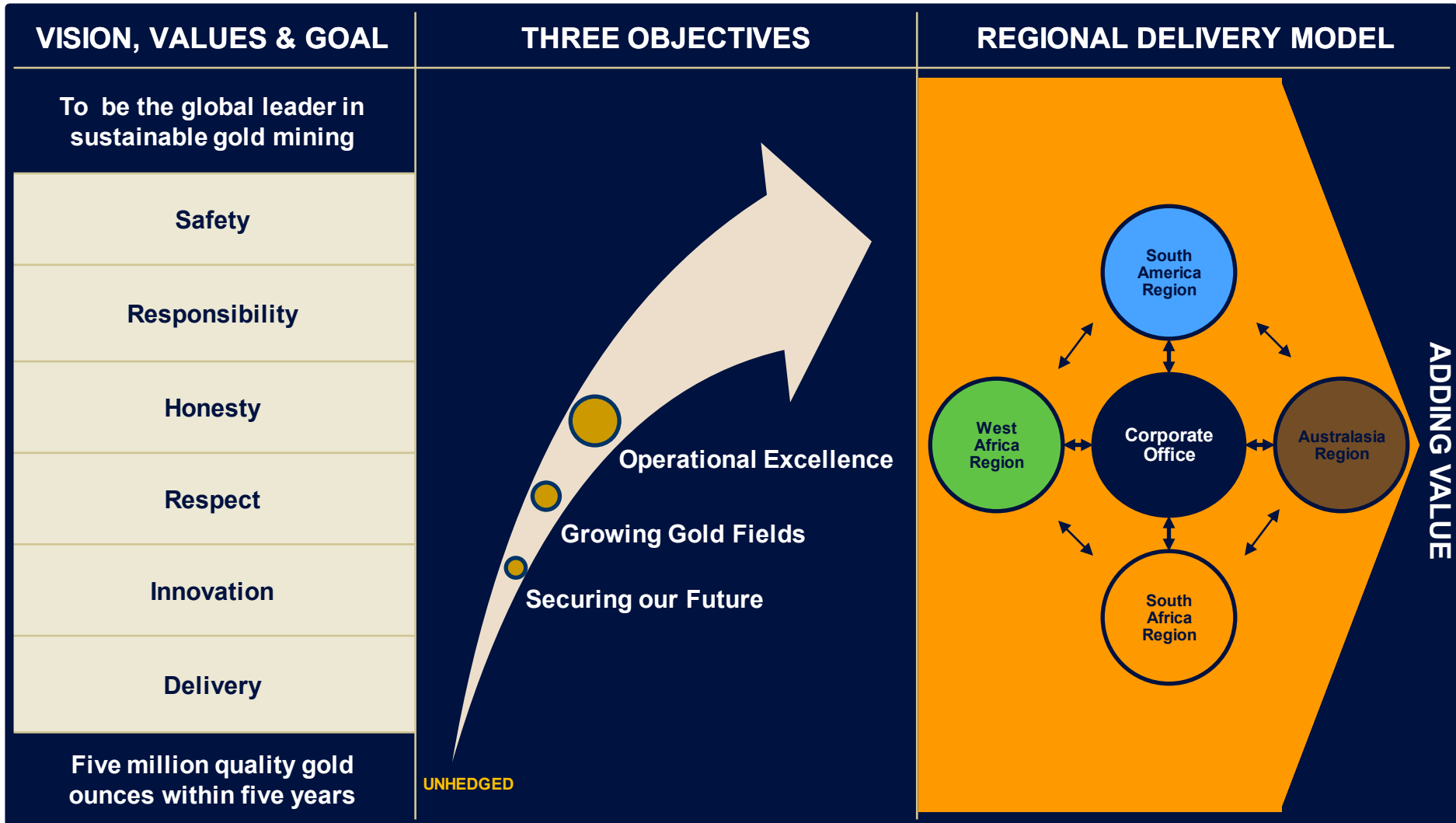
GOLD FIELDS



Notional Cash Expenditure
Free Cash Flow
Margin Growth

- Leverage existing footprint
- Four entrepreneurial, incentivized regions
- Small focused corporate office
- Rule of fives now rule of twos





THIS IS WHO WE ARE, WHAT WE DO, HOW WE DO IT



- Attraction and retention of scarce skills
- Impact of economic recession on training, employee morale and wage demands
- Increased government intervention
- Declining productivity and poor safety practices
- Growing strength of stakeholders
- Leadership challenges



GOLD FIELDS

Gold Fields Vision:

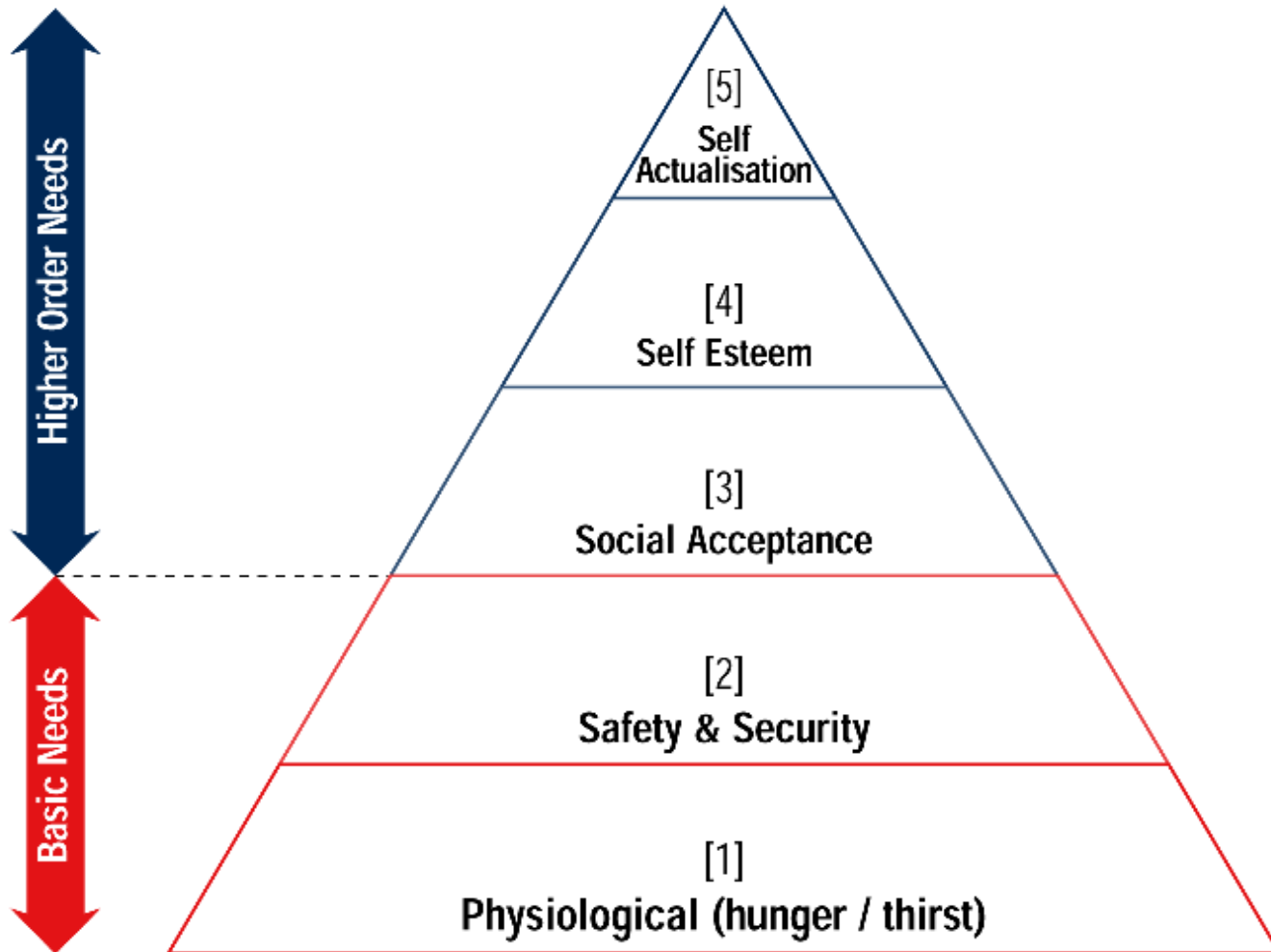
to be the global leader in sustainable gold mining

**Only mining company to have mined across 3 centuries
(122 years!)**

- Skills shortages still top priority
- Re-branding mining as a career of choice
- Strong focus on retention - especially important in our current economic climate



Maslow's Hierarchy of Needs





“We believe that in Gold Fields, People are our Business. With that in mind, we have developed the 24 hour employee programme that promotes improved accommodation, nutrition, health, sport and recreation, learning and, above all, safety throughout the 24 hours of each day, which will contribute to improving the quality of each day in the life of our South African employees”



**Nick Holland
Chief Executive Officer
(June 2009)**





Our How

5.

- Metrics to drive & measure performance, values and behaviours.
- Identification of Mission Critical Roles.
- Leadership Development
- “24 Hours in the Life of a Gold Fields Employee”



1.

- Health & Safety programme
- People mobilization initiatives into the SPM roll-out.

The “Big 5”
for Achieving
our WoW

2.

- Innovation for improved safety & production
- Adopt new technologies i.e. mechanized mining.

4.

- Regionalisation Strategy.
- Optimise for greater effectiveness and efficiencies.

3.

- Culture of Discipline
- Embed Gold Fields Values.
- Build Personal Excellence across all levels.



24 HOURS

in the life of a Gold Fields Employee
in the South African Region

Learning

*A safe workforce is a
trained workforce!*



Accommodation and Living Conditions

Living with dignity!



Sport and Recreation

*A healthy body hosts
a healthy mind!*



Nutrition

*A healthy and
balanced diet is
the foundation for
good health!*



Safe Production

*If we cannot mine safely,
we will not mine!*



Health Care

*Health Care is a basic building
block of our total well-being
approach!*





Key Performance Area	Target
Sport	30 % of Employees actively involved in sport
Health	33 – 50 % of Employees complete Health Risk Assessment
Safety	Reduce all Accident types by 33 %
Nutrition	50 % of Underground Employees receive a mid shift meal
Accomodation	Improve accommodation densities to 1.8 employees per room
Learning	Improve the NQF level of the organisation by 20 % from the baseline



PROJECTS

Consolidation and Upgrading of sport facilities (gymnasiums, indoor sport halls, sport fields, swimming pools, netball courts, cycling tracks, tennis courts, arenas for traditional dancing)

Group mega sport events (1 event per mine on rotational basis)

Training and development of coaches and referees

Community sport programmes for youth

Strategic and formalised partnerships – Adidas

High performance centers (Biokinetic & Rehab services)

Public Viewing facilities for 2010 – programme and facilities at each operation

Database of sportsman, coaches, events activities

2010 World Cup South Africa





PROJECTS

Health risk assessment

Life style intervention: Employee care centers (fitness, weight loss, smoke-enders)

Implemented **EAP service** (Ndawo)

Functional work capacity testing

PHC upstream – complete implementation to bring services closer to our employees

Access to comprehensive health care services through a network of on mine hospitals and clinics.

Extensive Informed Consented Voluntary Counselling and Testing (ICVCT) service. Employees who test positive receive anti-retroviral treatment and other support.

Community health projects



PROJECTS

Extensive **training** programmes

Alcohol & Drug Testing

Fatigue management – group strategy

Safety Audits and Database

Occupational Hygiene database and individual tracking

Review **safety apparel** and clothing according to group standard (temp control, footwear, protective clothing)

Occupational Health proactive interventions – reducing exposure to noise, dust, etc.



PROJECTS

Industrial nutrition (Compliance with Group Standards)

50 % of employees receive **mid shift feed**

100 % of employees receive 15000 – 17000 KJ per day (CSIR Standard)

Clinical nutrition (70 % of employees with chronic diseases receive special diets)

Community nutrition - Feasibility study for meal a day plan for employees living out

Database development to monitor nutritional patterns



PROJECTS

Upgrade Hostel accommodation and reduce densities

Hostel **sleeping arrangements**

Day-Night Shift hostels - 70 % of hostel residents on night shift accommodated in Night Shift Blocks

Family Units – e.g. Family homes are being built in integrated communities such as Blybank and Glenharvie on the West Rand.

Churches, schools, creches and social amenities are available at the operations



PROJECTS

Gold Fields' Business and Leadership Academy offers employees a wide range of accredited education and training opportunities.

Work skills plan for all employees

External training strategy & GFETS

Portable and life skills training

Leadership development and Supervisory/Middle Management programmes

Foundational Learning (FLC) – ABET career paths

Bursaries and Scholarships



Gold Fields Training and Development strategy

GFBLA Central Campus

Internal training

- **Purpose:** To deliver Operational management skills and scarce skills training that meet the training needs of the operations through in house and in-sourced delivery
- **Scope:** NQF level 2 and above
 - Legal qualifications and government certificates
 - Middle management and supervisory leadership training (up to DU level)
 - First line management training
- **Funding:** Central budget
- **Owner:** Head HR SA Region

External course offering

- **Purpose:** To utilise spare capacity on Central campus courses to make profit to invest in training initiatives
- **Scope:** Predefined list of training courses that will be marketed externally
- **Funding:** Self funded
- **Owner:** GFBLA

Mine training centres

- **Purpose:** To provide high volume training at the operations for
- **Scope:** NQF Level 1 and below
- **Funding:** From operations
- **Owner:** HR managers at operations/ Operational EXCOs

Senior leadership development programmes

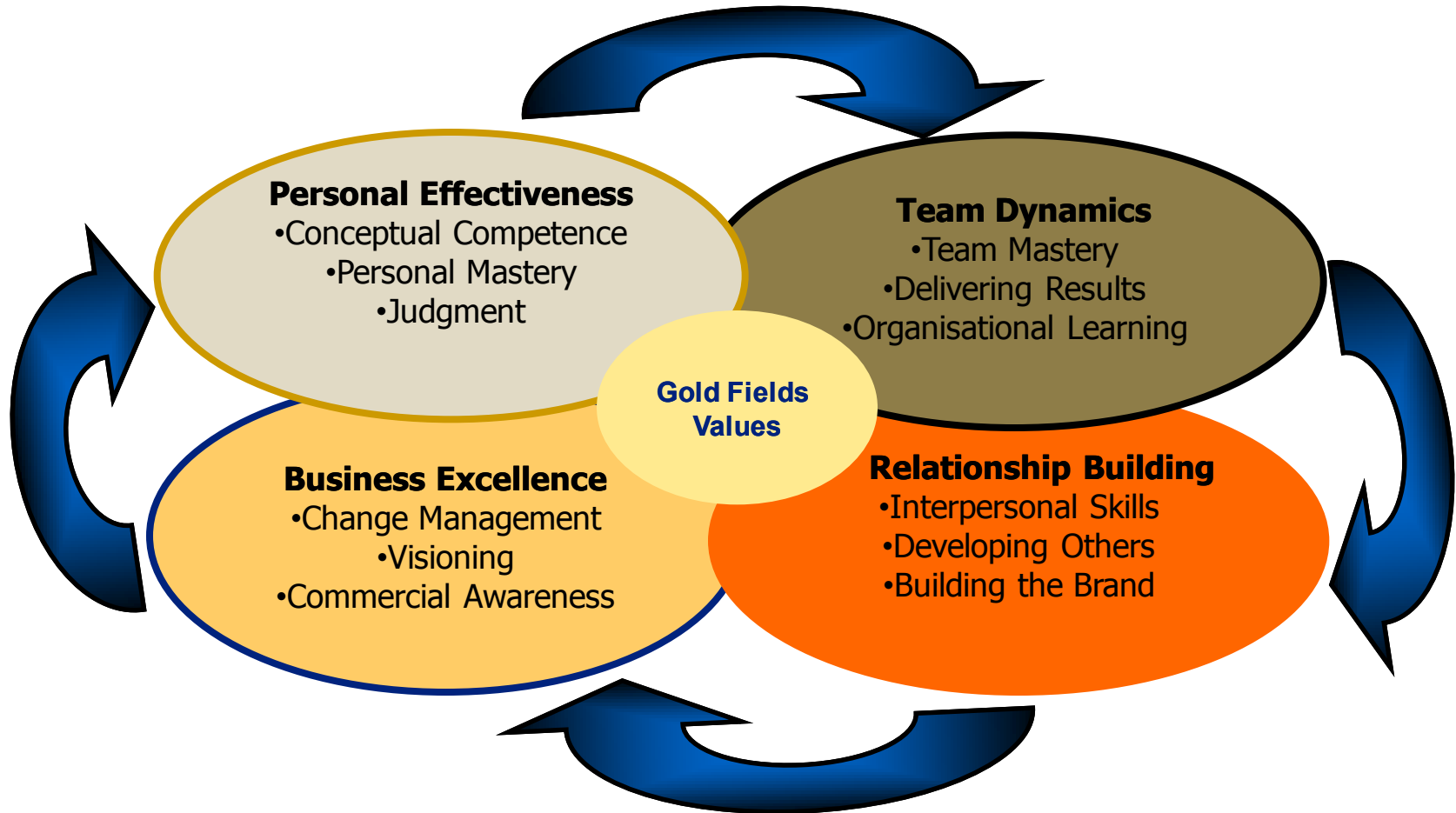
- **Purpose:** To provide customised management training for the SA Region
- **Scope:** E level and above
- **Funding:** SA Region budget
- **Owner:** Talent management for Gold Fields

External training business (ETS)

- **Purpose:** To create a separate self sustainable training business
- **Scope:** External training not housed on GF property or including any GF employees
- **Funding:** Self funded
- **Owner:** ETS board

University/ Technicon training

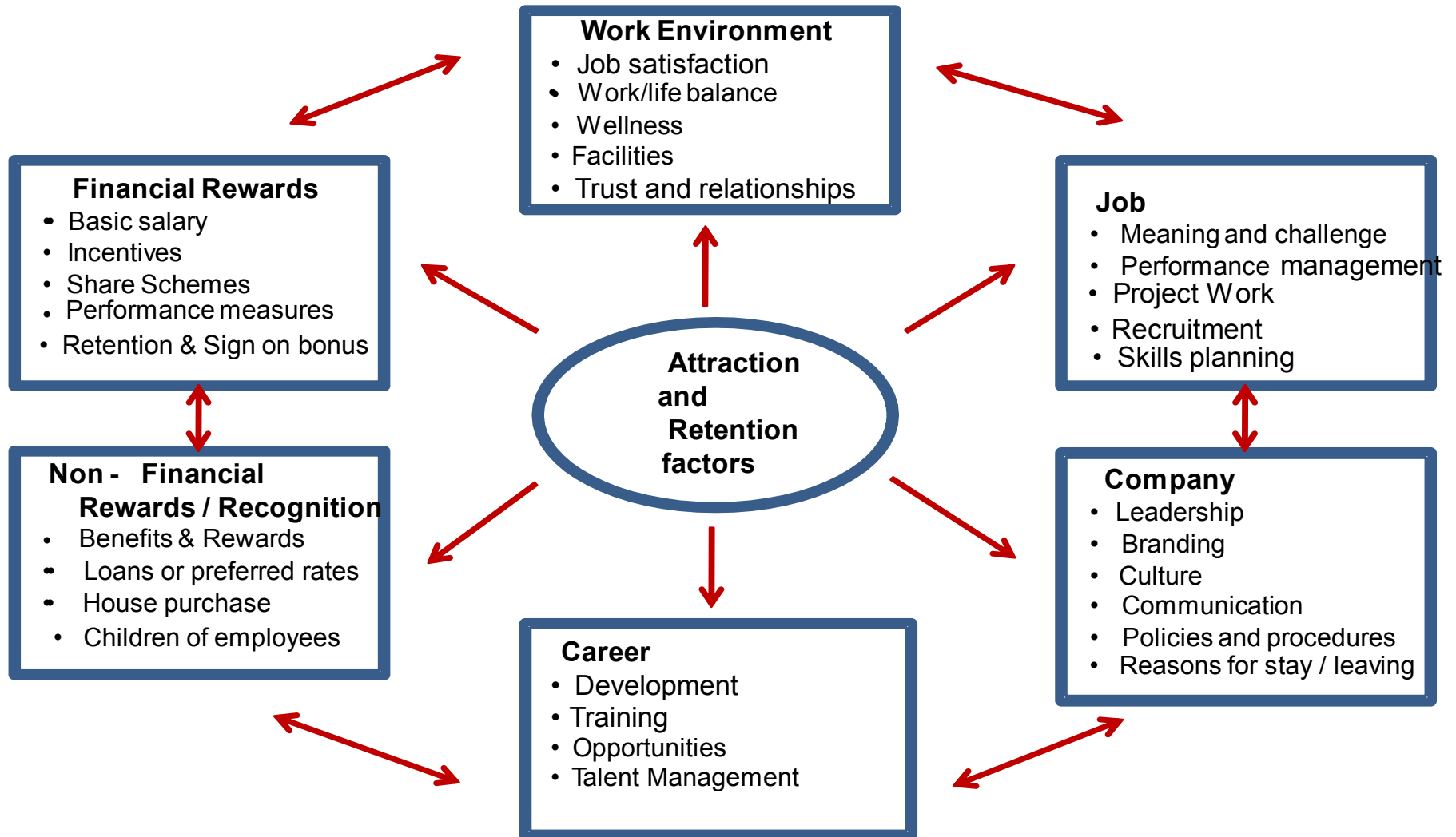
Line Manager



The Application Of The Model Will Reflect Performance At All Levels Of Leadership



Where to from here?



Employees want to be “engaged” and not “kept”



***If you want to walk fast ... walk alone.
If you want to walk far ... walk
together.***

- African Proverb



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