

# Report of the Expert Independent Review into Workplace Culture at Gold Fields

## **Content Warning**

We wish to advise that this report contains personal stories of those who have experienced bullying, sexual harassment and racism. As a reader, you may experience a range of emotions, particularly if you have directly experienced or witnessed these types of harmful behaviours yourself. Please use your available support networks.

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# Executive Summary

## Executive Summary

### Gold Fields

Gold Fields is the seventh largest (by production) gold producer in the world, with attributable annualised production of 2.1Moz (gold equivalent) from nine operating mines in Australia, Ghana, Peru and South Africa and another in early stages in Chile. The Gold Fields workforce comprises approximately 6,300 employees and 10,100 contractors, with approximately 76% of workers male.

The overarching vision of Gold Fields is to be the “preferred gold mining company delivering sustainable, superior value”. Aligned with this vision, workplace safety is Gold Fields’ “number one value”. Like many organisations globally, Gold Fields recognises that the goal of workplace safety has a broader remit than the focus on physical safety that is prioritised in a mining environment. Equally important to physical safety is psychological safety – the ability of employees to speak up without fear about harmful attitudes and behaviours, and about their experiences of workplace culture. Psychological safety is increasingly recognised as an essential pre-condition to a healthy workplace, one where all workers can thrive.

A safe, inclusive and respectful workplace culture is now recognised as being vital to innovation, productivity, resilience and increased performance. As a result, many successful companies are using diversity and inclusion as a competitive advantage, recognising the strong performance of organisations with greater diversity as well as the comparatively low performance of those which lag in this regard. By contrast, the cost of low diversity and inclusion – particularly through harmful behaviours like sexual harassment, bullying and racism – can not only have a significantly negative impact on individual employees’ physical and mental health but also impose a pronounced financial cost on organisations.

### The Review

Against this backdrop, in 2022, Gold Fields engaged Elizabeth Broderick & Co (EB & Co) to conduct an expert independent review (‘the Review’) to examine workplace culture and identify strengths, opportunities and actions for building a safe, inclusive and respectful work environment. In commissioning the Review, Gold Fields’ aim was to ensure its work environment was one where all people are empowered to speak out if they see or experience harmful behaviour, as well as to build a culture of psychological safety. The specific objectives of the Review were to:

- ▶ examine the lived experiences of staff and contractors to establish the extent of inappropriate and harmful behaviours including sexual harassment, bullying and racism;
- ▶ understand the suitability of its facilities for people of all genders and backgrounds;
- ▶ understand the effectiveness of current reporting and complaints mechanisms including whether it is “safe to speak up”; and
- ▶ review policies and processes to ensure that they meet best practice standards.

A robust evidence base supports the findings of the Review, with the following methods of data collection employed :

- ▶ An online survey (‘the survey’), available in English and Spanish, which was completed by 3,624 people (44.9% response rate for employees and 7.0% response rate for contractors/business partners);
- ▶ 200 1:1 interviews (including leader interviews);
- ▶ 91 group listening sessions;
- ▶ 14 confidential written contributions;
- ▶ review of academic literature; and
- ▶ review of Gold Fields policies and processes.

The Review team also visited every Gold Fields site to conduct group and 1:1 listening sessions and to meet with regional leaders. All participation in the Review was voluntary with informed consent obtained from participants and all notes taken by the Review team kept entirely confidential. An online survey (the survey), administered by the Social Research Centre (SRC) was also made available to all Gold Fields employees and contractors.

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While the small number of contractors who responded to the survey meant that the particular sample size of that group was insufficient to incorporate, the total responses from 2,855 employees represents a response rate of 44.9%. The response rate provides a statistically powerful sample size.

## Key insights

### *Workplace culture and leadership*

Many employees shared that they could “feel a directional change on culture”, recognising that the conversation about culture that was currently taking place across the organisation represented progress in itself. More broadly, Review participants spoke of pride in the brand, and the fulfilling work and team collaboration that they enjoyed at Gold Fields. The strong focus on physical safety was also considered by many to be a key positive of the organisation.

The Review team interviewed Gold Fields leaders at all levels, many of whom shared their strong commitment to cultural transformation. Several reflected on their own role in how employees experienced the culture, signalling their wish to be role models and expressing disappointment that they had not recognised the risks and impacts of harmful behaviour in the organisation and their industry.

Participants across the Review similarly emphasised the fundamental role of leaders in creating and maintaining a safe, respectful and inclusive workplace. Several shared their ideas of what good leadership on culture looks like, as well as their expectations of leaders at Gold Fields. This included a greater focus on transparency, deep listening, curiosity and “setting the standard” for individuals, teams and the business.

While some participants commented that their leaders were courteous and respectful, others expressed their cynicism about the commitment of leaders to cultural change and their concern that words may not be followed by genuine action – that the focus on cultural change was a mere “box ticking” exercise.

A further concern frequently raised by participants was the over-emphasis on technical skills rather than people leadership skills as required competencies for leaders. Participants consistently identified the skills and capability gap of senior leaders, managers and supervisors in leading diverse teams and actively demonstrating respect and inclusion, including an inability among leaders to call out harmful behaviour in the moment or to drive cultural change.

### *Employee experiences of harmful behaviours*

Overall, half of Gold Fields employees (50%) reported that they had experienced bullying, sexual harassment or racism in the last five years. This underscores the need for leaders to develop, as a priority, the skills and capability in preventing and responding to harmful behaviours. The issues and experiences presented to the Review team suggest that the levels of harm and poor outcomes from the reporting and complaints process point to a systemic problem.

### *Bullying*

Almost one in two employees (47%) indicated that they had experienced bullying in the last five years. Bullying experiences were identified in listening sessions as occurring at all locations, but in some sites it was more pronounced. A consistent theme was that bullying is normalised in many workplaces across Gold Fields. The Review team heard of the nature and impact of bullying behaviours, including the considerable distress that these behaviours caused. Participants spoke of losing confidence, of declining performance and of experiencing anxiety and depression.

Further, it was clear that some employees, particularly those in leadership roles, were not held to account for bullying, despite complaints being made about their behaviour and that some were “widely- known bullies.”

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## *Gender inequality*

Many of the insights shared with the Review team indicate that gender inequality remains a live issue across certain parts of the organisation. Women identified several common challenges that they face in their workplace across all Gold Fields sites, including challenges with achieving promotions; discrimination related to pregnancy and caring responsibilities; and the lack of value placed on women's contributions in the workplace. Women told the Review Team that they "had to prove themselves" to get a promotion or other opportunities.

Women shared experiences of everyday sexism, including being talked over, shut down and having their views not valued. Gender inequality was also raised in discussions with women about facilities and work conditions. In some locations, women's toilets were sub-standard and often a significant distance from the work site, with their ability to manage menstruation at work challenging as a result.

The Review team also observed backlash from male employees regarding the recruitment and promotion of women. In discussions with men, some were of the view that often women did not secure a job because of their skill; that many of the jobs are unsuitable for women; and that mining was not a career for women. Some men also considered women to be too "emotional" and "sensitive" and therefore ill-suited to the "masculine" world of mining.

Sexual harassment was a common theme raised by Review participants, with the survey indicating that women are significantly more likely to have experienced sexual harassment in the last five years compared with men (23% compared with 7% of men). Women told the Review team of experiencing a range of sexually harassing behaviours, with some feeling that it "goes with the territory" in a male-dominated workplace. Participants shared their experiences of highly sexualised and degrading comments as well as physical behaviours including inappropriate touching. The Review team also heard of requests for sexual favours as a matter of significant concern.

## *Racism*

Like gender inequality, racism is rooted in systems of unequal power relations and privilege. The impacts of racism in any workplace are significant. For individuals, it can affect their physical and mental health, and, for organisations, it creates a lack of psychological safety, erodes trust and stifles productivity, performance and innovation.

Some 15% of employees reported they had directly experienced racism in the last five years. The Review team heard from Black women in South Africa about their specific experiences at Gold Fields of discrimination and exclusion based on race and gender. They spoke of the challenges to advance their careers and value judgements being made about their capability. The Review team heard racist comments and reflections from some employees and managers about other people in the workplace, signalling that much greater effort is required to build understanding and to shift deep-seated norms.

Racism similarly emerged as a theme in contributions from people of culturally and linguistically diverse backgrounds and from First Nations people in Australia. Resistance against efforts to increase the representation of First Nations people in Gold Fields was also a theme. Most white participants in Australia did not recognise racism as an issue in the workplace, while other participants shared their experiences of casual racist comments and exclusion including that they had to work harder than others to "prove themselves and gain acceptance."



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## *Experiences of people identifying as LGBTIQ+*

At a global level recognition is increasing that the inclusion of people identifying as LGBTIQ+ in the workplace has significant benefits for organisations. Overall, the majority (63%) of Gold Fields employees agree with the statement ‘Gold Fields workplaces are inclusive of people who identify as part of the LGBTIQ+ community’. However, employees who identified as lesbian, gay or bisexual were also more likely to have experienced sexual harassment in the last five years (29%) compared with those that identified as straight of heterosexual (10%). Lesbian, gay or bisexual employees were also more likely to have experienced some bullying behaviours and more likely to have experienced racism (23% compared with 13% Gold Fields employees who identified as straight/heterosexual).

Very few participants in individual or group listening sessions openly disclosed that they have a diverse sexual orientation or gender identity, signalling that openly identifying as a member of the LGBTIQ+ community at Gold Fields remains a significant challenge.

## *Contractors*

Recognition is growing of the role that contractors can play in achieving cultural change in the mining sector and EB & Co notes the efforts being undertaken to align Gold Fields’ business partners with its culture. All survey participants were asked for their level of agreement or disagreement that ‘Contractors are treated with as much respect and dignity at work as Gold Fields employees’, with the majority of Gold Fields employees agreeing with this statement.

A low response rate to the survey from contractors (7%), indicates significant challenges in collecting information about the workplace experiences of this cohort. In Peru and Chile, contractors have legal independence, and based on Gold Fields advice, the Review team was prevented from conducting listening sessions and administering the survey with their employees.

The 1:1 interviews and group listening sessions across other sites, however, reflected differences in the experiences of contractors. These differences were apparent across regions and by gender, particularly in relation to contractors’ experiences of sexual harassment and everyday sexism.

In Australia, contractors felt included while at South Deep contractors expressed their concern that they were not valued and respected. Physical separation of contractors and employees in meetings and to the separate car parking arrangements were highlighted as symbols of exclusion. In Ghana, contractors told the Review team that their status and treatment in the workplace fosters insecurity, inequality and fear, while the terms of their engagement and pay in some cases made them feel exploited. In Ghana, there were also differences in women’s experiences as contractors, compared to men, with women disclosing that they were particularly vulnerable to sexual harassment and exploitation as well as poor treatment relating to pregnancy and maternity leave. As noted above, expectations of sexual favours for job security and promotion was also a matter of deep concern for women contractors.

Gold Fields employees also expressed concern about the way that contractors treated them. In the Americas, Gold Fields employees shared that contractors are not required to meet the same behavioural standards as Gold Fields employees. Women employees, in particular, raised concerns about disrespectful behaviour from contractors and the need to align the culture of the business partners with overall Gold Fields values.

## *Reporting*

A strong reporting culture is also central to enabling continuous learning, the correction of deficits, the mitigation of risk and the prevention of more serious incidents in the future. The Review survey data showed varying levels of confidence in reporting or calling out harmful behaviour, with just over a third (33%) of employees agreeing with the statement ‘I am worried if I speak up about a concern I have, I will lose my job’.

Of those that experienced bullying, just under one in four respondents (22%) indicated that they made a report or complaint (formal and/or informal) about the most recent incident of bullying that they had experienced. The most common reason for not reporting bullying was ‘I didn’t think it would make a difference’ (34%).

Of those that had experienced sexual harassment approximately one in four (24%) respondents had made a report or complaint about an incident of sexual harassment, with one in five of these not satisfied at all with the overall complaints process. Those who chose not to report sexual harassment provided a range of reasons for why they chose not to report it, including that they did not do so because they did not think that it would make a difference; believed that they would experience negative consequences; or didn't know who to talk to or how to make a complaint.

Only a minority (16%) of respondents who had experienced racism made a report or complaint (formal and/or informal) about the most recent incident of racism that they experienced and just under a third (29%) were not satisfied at all with the complaint process. Over a third (37%) of those who did not report did so because they believed that reporting would make a difference.

Some Review participants shared with the Review Team that they would readily report an incident of harm and had seen a significant improvement in recent years to the reporting system. Others expressed a reluctance to report incidents for a range of reasons, primarily fearing the loss of employment. Many shared that they would not feel comfortable or confident using the Ethics Hotline to report harmful behaviour, or to go to Human Resources to discuss an issue. The fear of reporting harmful behaviour was particularly pronounced for contractors because of the insecurity of their employment arrangements.

## Towards cultural change

EB & Co commends Gold Fields for initiating this independent Review. Taking this action has allowed Gold Fields to gain an objective, evidence-based understanding of the lived experiences of its workers – both permanent employees and contractors. While working for Gold Fields is a source of considerable pride for many, as is the commitment to a strong safety culture, this report highlights several areas that require strengthening.

This report is not a reason to be discouraged. The most important driver of change is the will for action, and the Review team has been encouraged by the appetite and capacity for change in the organisation. This Review provides an opportunity for Gold Fields to recognise and leverage the momentum for change; improve its culture; and ensure that its workplaces, wherever they may be, are safe, respectful, and inclusive.

This report makes recommendations in five key areas:

- ▶ Inclusive and committed leadership;
- ▶ Prevention and early intervention;
- ▶ Dignity and human rights at work;
- ▶ Person-centred responses; and
- ▶ Monitoring, transparency and accountability.

The recommendations are drawn largely from the voices of Gold Fields workers – their lived experiences, their observations, views and opinions. They are also drawn from the advice of leaders within the organisation, relevant documents and data, as well as promising practices from other contexts. A number of the recommendations are an expansion of strategies that are already working well in some Gold Fields locations.

These recommendations provide a blueprint for Gold Fields to build on and strengthen its existing strategies to improve culture. The recommendations have a focus on improving leadership capability; prevention and early intervention regarding harmful behaviour, including strengthening education and training; building psychological safety; and improving reporting processes to create safer reporting environments. They also include actions for monitoring and evaluating progress on cultural reform.

# 1. Introduction and the case for change

## 1.1 Context for the Review

Gold Fields is the seventh largest (by production) gold producer in the world, with attributable annualised production of 2.1Moz (gold equivalent) from nine operating mines in Australia, Ghana, Peru and South Africa. The Group also has the Salares Norte project in Chile, currently in construction phase. The company has a workforce of approximately 6,300 employees and 10,100 contractors. The overarching vision of Gold Fields is to be the preferred gold mining company delivering sustainable, superior value. Gold Fields' strategy has three pillars:

- ▶ Maximise potential from current assets through people and innovation;
- ▶ Build on our leading commitment to ESG; and
- ▶ Grow the value and quality of our portfolio of assets.

In 2022, Gold Fields engaged Elizabeth Broderick & Co (EB & Co) to conduct an expert independent review ('the Review') of workplace culture and to identify strengths, opportunities, and actions for promoting a safer, more inclusive and respectful work environment. In commissioning the Review, Gold Fields sought to ensure an environment where all people are empowered to speak out if they see or experience harmful behaviour, and to build a culture of psychological safety. The specific objectives of the Review were to:

- ▶ examine the lived experiences of employees and contractors to establish the extent of inappropriate and harmful behaviours including sexual harassment, bullying and racism;
- ▶ understand the suitability of its facilities for people of all genders and backgrounds;
- ▶ understand the effectiveness of current reporting and complaints mechanisms including whether it is "safe to speak up"; and
- ▶ review policies and processes to ensure that they meet best practice standards.

EB & Co was asked to identify the strengths and opportunities for Gold Fields to enhance workplace culture and, in particular, to suggest solutions to address the detrimental impacts of bullying, sexual harassment, racism and other forms of discrimination.

This Review represents a shift in the approach to cultural change previously adopted by Gold Fields, by recognising the importance of managing psycho-social risks as well as valuing physical safety. Just as importantly, it reflects a commitment from Gold Fields to listen and learn from its people, as well as to drive higher levels of action and accountability. EB & Co commends the Gold Fields leadership team for its willingness to listen deeply to its people and to commit to action.

The Review also intersects and aligns with the Gold Fields' broader vision of cultural transformation based on: creating one caring, inclusive and empowered team; guaranteed human dignity; working smarter together, efficient, agile, tech enabled; and unlocking potential through aspiration, learning and innovation.

Whilst this Report is important, the process that has led to its development is equally crucial. EB & Co's previous experience has shown that the process underpinning this Review will have already resulted in many personal reflections and conversations about workplace culture. This, together with strong workforce engagement, has built momentum for change and will accelerate the cultural transformation that Gold Fields seeks to achieve.



# 1. Introduction and the case for change

## 1.2 The case for change

### 1.2.1 The broader context for change

The past decade has witnessed renewed momentum for justice and change in all aspects of society. Social movements such as #MeToo, which has elevated the voices of women who have experienced sexual harm in the workplace, and Black Lives Matter, which has confronted the racial injustice persistent in many institutions and social practices, have strengthened momentum and general awareness of injustice, discrimination and violence against marginalised groups. These movements have built on decades of advocacy from diverse campaigns and civil movements. They have also fostered unprecedented appetite and action for change, with a profound shift in community attitudes towards workplace harm and discrimination, which has in turn seen a change in expectations around standards of conduct.

The responsibilities of those in leadership roles in organisations have also undergone dramatic change. Investors, workers and other stakeholders have new expectations of transparency and accountability regarding organisational practices to address harmful workplace behaviours. For example, in 2022, a Western Australian Parliamentary Inquiry released *Enough is Enough*, its final report on sexual harassment affecting women in the fly-in fly-out (FIFO) mining industry. The recommendations in this report urge concerted action to support women FIFO workers more effectively and to eliminate all forms of violence against them. Organisations and industries around the world are taking action to provide safe and respectful environments for all their workers.

Creating a workplace culture where all participants can thrive is critical to ensure the safety, well-being and engagement of workers. A positive, inclusive and respectful workplace culture is also vital for innovation, productivity, resilience and increased business performance.

Most recently, the International Labour Organisation has emphasised the value of diverse and inclusive workplaces in the context of the global pandemic:

The COVID-19 pandemic exposed and exacerbated existing inequalities in our economies and societies. An equal, diverse and inclusive workplace is a key driver of resilience and recovery.<sup>1</sup>

A safe and respectful workplace is also a matter of human rights. All workers have the right to physical and psychological safety at work. This right is enshrined in many examples of nations' domestic legislation, as well as in international agreements. In 2019, the International Labour Organisation (ILO) adopted the first-ever international treaty on violence and harassment in the workplace. The ILO Convention 190 and its accompanying Recommendation 206 recognises the right of all people to work free from violence and harassment. Protections in this Convention also cover gender-based violence and sexual harassment. As a result, employers and organisations have an international, as well as a domestic, legal responsibility to create a 'safe environment' in the workplace.

The cost of inaction on this front is significant. Sexual harassment, bullying and racism in the workplace cause significant harm to an individual's physical and mental health but harmful workplace behaviours also impose a significant financial cost on organisations. For example, a study in the United States of 200 sexual harassment incidents at high-profile companies demonstrated a strong connection between sexual misconduct and poor financial performance. These researchers found that on the day following an incident of sexual harassment being reported and made public, major companies experience a market value decline of 1.5% the following day, amounting to an average drop of 450 million USD. In an Australian study Deloitte Access Economics estimated that, in 2018 alone, workplace sexual harassment costs the Australian economy \$3.8 billion.<sup>2</sup>

<sup>1</sup> International Labour Organisation "Transforming enterprises through diversity and inclusion" 6 April 2022 at [https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---act\\_emp/documents/publication/wcms\\_841348.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---act_emp/documents/publication/wcms_841348.pdf)

<sup>2</sup> Borelli-Kjaer, M., Schack, L.M. and Neilsson, U. "MeToo: Sexual harassment and company value," in *Journal of Corporate Finance*, 67, 101875 April 2021 at <https://www.sciencedirect.com/science/article/abs/pii/S0929119920303199>

# 1. Introduction and the case for change

## 1.2.2 The organisational context for change

Gold Fields has demonstrated a commitment to cultural change by commissioning this independent expert Review of its culture and through a range of cultural change initiatives underway. Many employees also reported to the Review team that they had observed positive cultural change across the organisation:

*In the last 9 years I have seen a move to make the workplace more inclusive and safer.*

“The thing I notice is that we are talking so much about the culture. We never talked about it like this before. Now that is progress.”



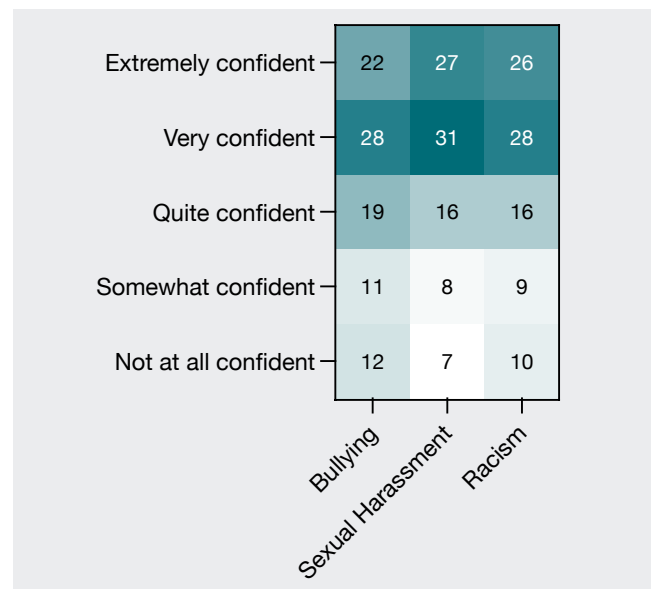
*It's nice to work here. It has changed a lot in the last five years. We now know why we are here. We work hard. Before it was not good. We were upset at work ... all the time.*

“The leadership focus on culture [including this process] is excellent and long overdue. This is the first opportunity I've had to speak up.”



*We can feel a directional change on culture.*

In the Review survey, participants were asked to describe their confidence in the ability of Gold Fields to make a meaningful difference on the issues of bullying, sexual harassment, and racism in the next two years (see Figure 1). Overall, 69% of respondents reported feeling confident that Gold Fields could make a meaningful difference regarding bullying. Further, 74% of respondents indicated that they were confident about Gold Fields making a meaningful difference regarding sexual harassment, while 70% indicated the same regarding racism.



**Figure 1:** Confidence that Gold Fields will make a meaningful difference in relation to harmful behaviours in the next two years. Q: CHANGE. What is your level of confidence that Gold Fields will make a meaningful difference in each of the following areas in the next two years? Base: All employee respondents (n=2855).

Gold Fields has an opportunity to leverage this momentum to foster a safe, respectful, and inclusive workplace culture where all workers feel valued and supported. By committing to this change, Gold Fields can position itself as a leader in the mining industry and beyond.

# 1. Introduction and the case for change

## 1.2.3 Why safe, respectful and inclusive workplaces matter

### Physical and psychological safety go hand in hand

Gold Fields has long had a compelling and visible commitment to a strong workplace safety culture. Safety is at the core of its business and is demonstrated in their value statement:

*Our number one value – safety – drives our goal to achieve zero harm, as well as our target to eliminate all fatalities and serious injuries at our operations. Safety is critical to enabling performance across the Group.*

The Gold Fields message is clear: “If we can’t mine safely, we won’t mine”. It is important, however, to recognise that holistic safety goes beyond the traditional work, health and safety model.

Rather, safety in the workplace can be understood through two broad categories: physical safety and psychological safety. Although organisations have historically focussed on physical safety, psychological safety is increasingly recognised across industries as an essential pre-condition to physical safety, as well as to a healthy workplace environment and the effective performance of an organisation.

Psychological safety in the workplace is the ‘belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes’.<sup>3</sup> Building employee trust in organisational processes and leadership is also a crucial element of psychological safety, as well as the elimination of harmful behaviours. Critically, organisations are more at risk of preventable business or human safety failures when psychological safety is not valued,<sup>4</sup> with the organisational and business benefits of ensuring high psychological safety demonstrable by comparison.

Psychological safety is a driver of high-quality decision making; healthy group dynamics and interpersonal relationships; greater innovation and more effective execution in organisations.<sup>5</sup> For example, a study undertaken by Google found that psychological safety was the biggest driver of team performance. In a report on Google’s research, the Harvard Business Review observed that:

*Studies show that psychological safety allows for moderate risk-taking, speaking your mind, creativity, and sticking your neck out without fear of having it cut off—just the types of behaviour that lead to market breakthroughs.<sup>6</sup>*

Psychological safety is essential to fostering an inclusive workplace in which people feel that they belong regardless of their race, gender or any other aspect of identity. Psychological safety and the ability to speak up is particularly important for mining companies, where employees work in hazardous conditions on a daily basis. Given that poor health costs the mining industry between \$320 million to \$400 million each year, amounting to around \$300,000 to \$400,000 annually for an average mine of 170 staff<sup>7</sup>, efforts to foster psychological safety can help to mitigate these costs.

Gold Fields’ zero harm Safety Strategy focuses on three key, mutually supportive and comprehensive programs:

- ▶ **Courageous Safety Leadership**, which encourages employees to display leadership;
- ▶ **The Vital Behaviours program**, which seeks to influence employees to make the right choices; and
- ▶ **The Critical Control Management** approach within its safety systems.

3 Edmondson, A.C. and Mortensen, M. “What psychological safety looks like in a hybrid workplace” in *Harvard Business Review* 19 April 2021 at <https://hbr.org/2021/04/what-psychological-safety-looks-like-in-a-hybrid-workplace>

4 Neilson, K. “3 steps to foster psychological safety, according to the leading researcher on the topic” *HRM* 27 July 2021, citing Edmondson, A. at <https://www.hrmonline.com.au/section/strategic-hr-psychological-safety-amy-edmondson>

5 Edmondson, A.C. and Mortensen, M. “What psychological safety looks like in a hybrid workplace” in *Harvard Business Review* 19 April 2021 at <https://hbr.org/2021/04/what-psychological-safety-looks-like-in-a-hybrid-workplace>

6 Delizonna, L. “High-Performing Teams Need Psychological Safety. Here’s How to Create It”, *Harvard Business Review* 24 August 2017 at <https://hbr.org/2017/08/high-performing-teams-need-psychological-safety-heres-how-to-create-it>

7 Austin, J. “Psychologically Safe” in *Australasian Mine Safety Journal* 8 October 2014 at <https://www.amsj.com.au/psychologically-safe/>

# 1. Introduction and the case for change

Within this context, safety lies at very heart of the issues examined by this Review, being sexual harassment, bullying, racism and reporting harmful behaviour. It is therefore imperative for Gold Fields to ensure that psychological safety is treated with the same seriousness as physical safety. This requires courageous leadership at all levels, where leaders model respectful, caring and inclusive behaviours; where people are empowered and enabled to raise concerns and challenge power and hierarchy; where there is swift and visible accountability for inappropriate and disrespectful behaviour; and where human decency and respect guide all interpersonal interactions.

## *Diversity and inclusion lifts performance*

A well-established business case links a diverse and inclusive culture with increased innovation and business performance. Many successful companies are increasingly utilising diversity and inclusion as a source of “competitive advantage, and specifically as a key enabler of growth”.<sup>8</sup> McKinsey and Co. found that companies with top quartile gender and ethnic diversity outperform peers by 21% and 33% respectively.<sup>9</sup> Conversely, companies in the bottom quartile for diversity were 29% less likely to achieve above-average profitability and were therefore “lagging”.<sup>10</sup>

Research<sup>11</sup> has demonstrated the benefits that private sector organisations have gained by prioritising gender equality and diversity, particularly through leadership targets:

- ▶ increased financial performance, productivity, innovation and profitability;
- ▶ increased attraction and retention of diverse talent; and
- ▶ improved organisational culture.

In particular, a research study conducted by Boston Consulting Group found that companies with higher-than-average diversity within their management teams reported innovation revenue that was 19 per cent higher than companies with lower-than-average leadership diversity.<sup>12</sup>

Consistent with this recognition, Gold Fields launched its diversity and inclusion strategy in 2019 which includes three areas of focus: workforce diversity; workplace inclusion; and sustainability and accountability. Gender equality is a key focus area of the workforce diversity area, with Gold Fields’ current target aiming to reach 30% representation of women by 2030.

## *ESG governance*

Environmental, social and governance (ESG) factors have increasingly become a business imperative, particularly in the context of the global pandemic, the global economic crisis and the global climate change crisis. ESG factors are now so closely aligned with financial practice that they are embedded in the global economy, with investors and portfolio managers increasingly taking the ESG performance of a company into account as well as its financial performance.<sup>13</sup>

Although the environmental (E) component has previously dominated ESG considerations, companies, regulators and stakeholders are now placing increased importance on the social (S) element in their assessment of an organisation. The social factors of ESG encompass how a company interacts with stakeholders beyond investor and board members, with particular emphasis on the treatment of employees and the relationships that companies build with the communities in which they operate. The scope of social matters relating to company-workforce relations covers diversity, equity and inclusion (DE&I), health and safety and employee engagement and satisfaction.

8 Hunt, H., Yee, L., Prince, S. and Dixon-Fyle, S. “Delivering Through Diversity” *McKinsey & Company* 18 January 2018 at <https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>

9 Ibid

10 Ibid

11 Cassells, R. and Duncan, A. “Gender Equity Insights 2021: Making it a Priority” *BCEC & WGEA Gender Equity Series, Issue 6* March 2021 at <https://www.wgea.gov.au/sites/default/files/documents/BCEC%20WGEA%20Gender%20Equity%20Insights%202021%20Report.pdf>; Australian Institute of Company Directors, “Beyond 200: A study of gender diversity in ASX 201 – 500 companies” 16 August 2018 at <https://www.aicd.com.au/board-of-directors/diversity/gender/beyond-200-gender-diversity-asx-201-500-companies.html>

12 Lorenzo, R., Voight, N., Tsusaka, M., Krentz, M. and Abouzahr, K. “How diverse leadership teams boost innovation” *BCG* 23 January 2018 at <https://www.bcg.com/publications/2018/how-diverse-leadership-teams-boost-innovation>

13 International Labour Organisation “Transforming enterprises through diversity and inclusion” 6 April 2022 at [https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---act\\_emp/documents/publication/wcms\\_841348.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---act_emp/documents/publication/wcms_841348.pdf), p.71

# 1. Introduction and the case for change

In 2022, ESG topped the list of EY's *Top 10 business risks and opportunities for mining and metals*. The report found that DE&I all remain critical challenges for mining.<sup>14</sup> Similarly, Gold Fields has elevated ESG outcomes as an organisational priority, with the company's Strategic Pillar 2 being to 'Build on our leading commitment to ESG'. The company's new Purpose and Vision statements also reflect the strengthened commitment to ESG, with the new Vision being: "To be the preferred gold mining company delivering sustainable, superior value" and the Purpose Statement being "Creating enduring value beyond mining".

In December 2021, Gold Fields published a comprehensive set of 2030 targets for its most material ESG priorities. For its employees, Gold Fields states that it is seeking to improve safety, health and wellbeing further, and to achieve greater inclusion and diversity. Gold Fields' 30% female workforce target is part of this commitment to greater DE&I.

There is an opportunity for Gold Fields to strengthen this commitment by expanding its ESG priorities beyond gender diversity to incorporate other diversity metrics, and to promote psychological safety and accountability. Fully leveraging ESG opportunities in this way will further enhance employee and stakeholder trust and build sustainable legacies for the business.

## 1.3 The Gold Fields workforce

The Gold Fields global workforce is made up of approximately 5,971 employees and approximately 15,444 contractors. The workforce is largely male dominated, with approximately 76% of its workforce men. While Gold Fields is focussed on all areas of diversity, gender equality and increasing the representation of women in leadership roles, is currently a key focus area.

Key data points on the representation of women in the organisation in Quarter 4 of 2022 include:

**23.29%**

Total women in the workforce (↑ from 20% end 2021)

**24.65%**

Women in management (↑ from 23% end 2021)

**34.60%**

Share of women recruited (↑ from 32% end 2021)

**29.71%**

Share of women promoted (↑ from 29% end 2021)

**27.17%**

Share of women who have left the business (↑ from 19% end 2021)

Performance against the targets is measured at a site and regional level and reported in the Gold Fields Sustainability and Annual Reports. In some contexts, the organisation also reports on additional aspects of diversity, including the employment of historically disadvantaged South Africans and in Australia, First Nations people.

Whilst some progress is being made in the collection of diversity data, there is more that Gold Fields can do in this area. This includes measuring employee representation and employee experience across all aspects of identity, such as gender, race, socio-economic status, caring responsibilities, disability and migrant status. Having diversity data will allow the organisation to identify any gaps and opportunities and to strengthen efforts to ensure that people from all backgrounds are able to thrive in a Gold Fields workplace.

<sup>14</sup> Mitchell, P. "Top 10 business risks and opportunities for mining and metals in 2023" EY 26 September 2022 at [https://www.ey.com/en\\_gl/mining-metals/risks-opportunities](https://www.ey.com/en_gl/mining-metals/risks-opportunities)



# 1. Introduction and the case for change

## 1.4 Review methodology

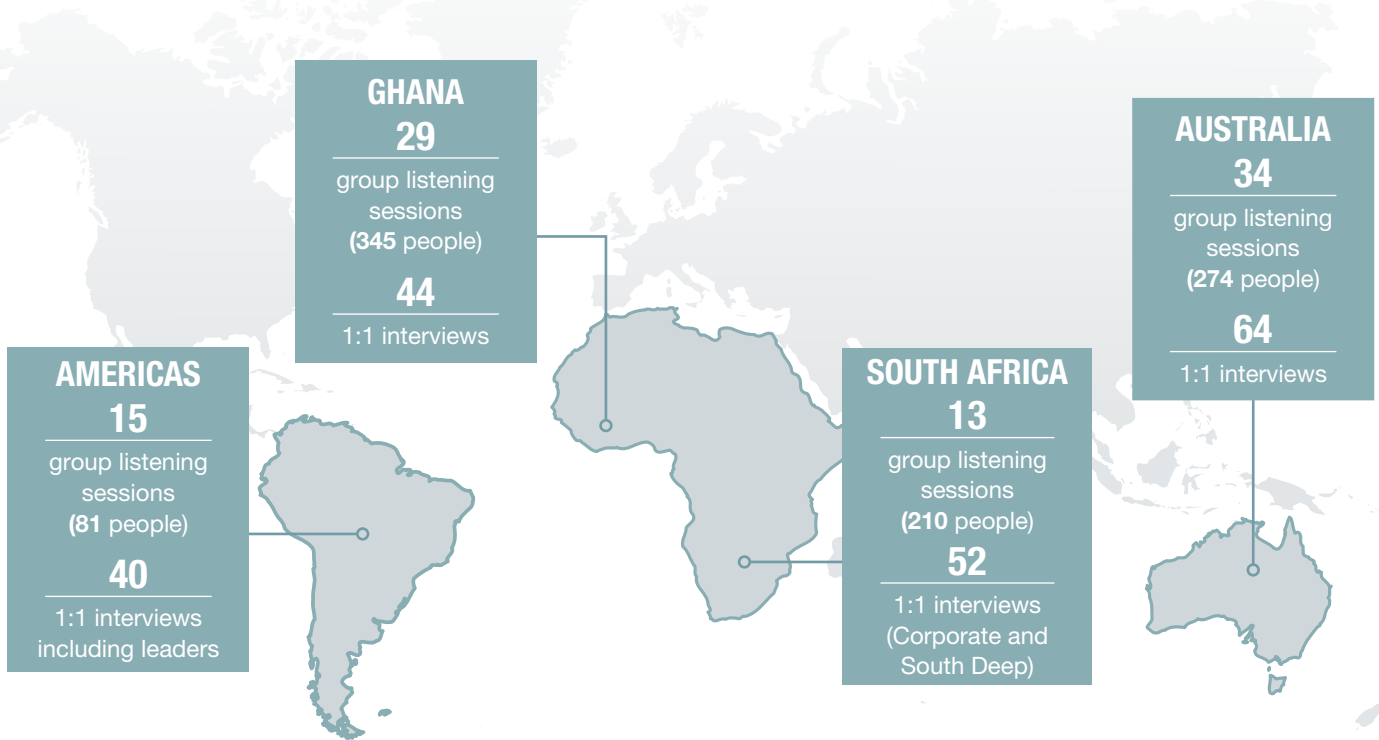
The findings and recommendations in this report are supported by robust evidence obtained from both qualitative and quantitative data comprising:

- ▶ An online survey ('the survey'), available in English and Spanish, which was completed by 3,624 people (44.9% response rate for employees and 7.0% response rate for contractors/business partners);<sup>1</sup>
- ▶ 200 1:1 interviews (including leader interviews);
- ▶ 91 group listening sessions;
- ▶ 14 confidential written contributions;

- ▶ A review of academic literature; and
- ▶ A review of Gold Fields policies and processes.

Between August and November 2022, the Review team visited every site of Gold Fields across all regions to conduct group and 1:1 listening sessions and to meet with regional leaders. All participation in the Review was voluntary and informed consent was obtained prior to participation. Participants were able to choose if, when and how they engaged with the Project. This ensured that all participants could be involved on a confidential basis.

The following sections describe the methodology adopted for the Review.



### Overview of workforce engagement



# 1. Introduction and the case for change

## 1.4.1 Listening sessions

Group listening sessions (91 overall) were held across all sites with Gold Fields employees and contractors, noting that listening sessions with contractors were not held in the Americas.<sup>15</sup> All sessions were conducted in English, with interpretation available in Spanish in the Americas and in the official languages of South Africa. In total, 910 people participated in the group listening sessions.

Most listening sessions were conducted as either men-only or women-only groups, with groups also separated based on job levels (supervisors and managers separately). This created a safe environment for participants to share experiences and observations more freely. Specific group listening sessions for First Nations employees in Australia were conducted by Australian Aboriginal leader Mick Gooda.

Two hundred individual interviews were conducted, each with a member of the EB & Co team. These interviews included employees and contractors from corporate, regional and site leadership teams.

Notes of listening session discussions were taken by EB & Co, while respecting the participant confidentiality through an appropriate process of de-identification. Quotes used throughout this Report are taken directly from listening sessions and individual interview sessions, as well as from the written submissions. Participants were made aware that any statements made by them and used in this Report would be de-identified. Notes made by EB & Co have not been shared with Gold Fields, so as to ensure the anonymity of participants and the confidentiality of their information.

## 1.4.2 Written Submissions

Fourteen written submissions were received from Gold Fields employees and contractors.

## 1.4.3 Online Survey

An online survey (the survey) was made available to all Gold Fields employees and contractors/business partners for a period of 6 weeks from 2 November –19 December 2022. The survey was administered by the Social Research Centre (SRC), a leading research institution affiliated with the Australian National University. The SRC analysed the survey data on behalf of EB & Co.

The survey data was only accessed by the EB & Co team and the SRC, with aggregated findings integrated into this report. The raw quantitative data was not made available to Gold Fields. As well as providing a valuable prevalence data tool, the survey was also an intervention in itself, helping respondents to see that some of the behaviours that had become normalised were actually unsafe, discriminatory and harmful.

Employees and contractors were invited to complete the online survey through a variety of channels, such as an open link in an email, text messages, WhatsApp messages and QR codes displayed around worksites. A detailed engagement and communication strategy was deployed to increase survey participation across the data collection period. This involved continued messaging; transparency of survey completion by site; and a visible commitment by leaders to the survey and broader project. Engagement built gradually throughout the survey period, with notable spikes at various stages corresponding to specific communication and engagement efforts.

Despite efforts to encourage contractors/business partners to participate in the survey, only 7% (n=707) of contractors/business partners completed the survey. As a result, survey findings can only be reported for employees (where a 44.9% response rate was achieved) and not for contractors (where a 7% response rate was achieved). There were several factors driving the low response rate for contractors including lack of access to direct contact information for contractors thereby limiting Gold Fields ability to promote the survey with this cohort.

Respondents were asked for demographic information and survey responses were weighted to the profile of Gold Fields employees. This accounted for differences between employees who completed the survey and the entire employee group. Percentages quoted in this report reflect the estimated weighted prevalence among the total Gold Fields employee cohort. Subgroups with a small sample size (<30) are not shown in this Report, so as to minimise risks to the privacy of individual respondents. The survey data is disaggregated and reported by other demographic variables where there is a sufficient response rate (>30). A relatively small, but significant, population of respondents (2-8% of total respondents, or 20-229 people) were hesitant to disclose specific demographic details (i.e. chose "Prefer not to say" in response to specific demographic questions), underlining a lack of perceived psychological safety among some Gold Fields employees.

<sup>15</sup> In Peru and Chile, contractors have legal independence, and based on Gold Fields advice, the Review team was prevented from conducting listening sessions with their employees.

# 1. Introduction and the case for change

In total, the receipt of responses from 2,855 employees represents a response rate of 44.9%. The response rate provides a statistically powerful sample size.

Overall, the survey questions reflected the issues EB & Co were asked to explore in the terms of reference as well as those identified in the discussion groups, 1:1 listening sessions and written submissions, providing an alternative avenue for Gold Fields employees to engage with the Review and express their views and experiences in a confidential way. Analysis of potential selection bias (i.e. the possibility that those experiencing harmful behaviours are more likely to complete the survey) showed no relationship between response rate and prevalence. This strongly suggests the absence of any significant selection bias.

EB & Co cautions against direct comparisons between data in this survey and others because of differences in methodology (e.g. framing of questions, definitions, timeframes, etc) and statistical limitations in other surveys (e.g. small sample sizes, selection biases etc). The most important and meaningful comparative data for Gold Fields will be to compare future longitudinal data against the baseline data presented in this report.

## 1.4.4 Desk review of policies and literature

The EB & Co team reviewed documentation and information from Gold Fields including policies, processes and other key metrics and organisational information. The EB & Co team also undertook relevant literature reviews to support its recommendations.

## 1.4.5 Briefings and Meetings

Regular briefings and meetings were held with the senior leaders within Gold Fields, members of the Executive Committee (ExCo), the Chief Executive Officer and the Board. After each site visit, the Review team also delivered an out-brief reflecting preliminary observations and early actions that could be prioritised.

## 1.5 Review principles

The Review was guided by the following principles:

- ▶ **Consultative and supportive:** The lived experiences and voices of people in the workforce were the primary basis informing the findings and recommendations of the Review. Different options for engagement were used to encourage maximum participation across Gold Fields sites. EB & Co ensured that specific strategies were responsive to all identities and experiences. EB & Co also made referrals to support services for people who were distressed by sharing their experiences.
- ▶ **Collaborative and strengths-based:** While the Review is independent, EB & Co worked closely with Gold Fields through the process, with regular briefings and opportunities for input. The Review sought to build on existing strengths, knowledge and learnings within Gold Fields in addressing key challenges.
- ▶ **Confidential:** Information gathered through the Review was collected, stored and used in a way that ensures confidentiality and privacy. EB & Co did not share personal details of any participants in the Review.
- ▶ **Evidence-based:** EB & Co's findings and recommendations are based on quantitative data and qualitative information gathered from group and individual listening sessions. The insights and recommendations are also based on global best practice evidence and approaches, as well as EB & Co's extensive experience in conducting reviews of this nature.
- ▶ **Broad review:** The Review did not investigate any individual complaints, review past investigation outcomes or make determinations about complaints. Rather, this is a broad Review examining workplace culture.

# 2. What we heard: Experiences of the overall culture and leadership

## 2.1 Introduction

The group and individual listening sessions and results from the online survey, identified that many Gold Fields workers<sup>16</sup> have positive workplace experiences with them describing diverse, respectful, inclusive and supportive working environments. Participants spoke of rewarding careers and, among some, encouraging leaders. Many other stories provided to the Review team and the data from the survey, however, point to an urgent need for change in some areas.

This chapter draws on the voices and lived experiences of employees and contractors working at Gold Fields with respect to the overall culture and leadership. Importantly, workplace cultures at Gold Fields are influenced by a number of broader macro trends and factors. Some are consistent across all workplaces, many are interrelated, and some are unique. Indeed, the role of cultural contexts in specific countries in shaping corporate culture has been well documented.<sup>17</sup>

This chapter identifies those areas of the culture at Gold Fields which are positive and can be built upon. It also examines those areas requiring attention as a priority, and the role of leaders in driving cultural change across the organisation. The insights and findings contained in this chapter provide a strong evidence base for the recommendations that follow in Chapter 5.

*A note on the data: As outlined in the methodology section (Chapter 2), the survey data reported here represents the experience of employees, while the qualitative data represents the experience of both employees and contractors.*

## 2.2 Strengths of the culture at Gold Fields

Throughout the Review, participants spoke of positive experiences with the culture of Gold Fields describing it variously as “strong”, “rewarding” and “supportive”.

Participants across sites also spoke of the fulfilling work, the cohesive teams and the establishment of close collaborative relationships. The strong focus on safety was also considered by many to be a key positive feature of working at Gold Fields. In certain locations, some spoke of a greater commitment to diversity and inclusion, as well as stronger efforts being made by leaders to address harmful behaviours. Participants expressed pride in the organisation’s strong focus on ESG and positive community impact. While a number of positive examples of the overall Gold Fields culture were provided, there were specific comments made in relation to the sub-cultures of specific sites and locations.

### 2.2.1 Survey insights

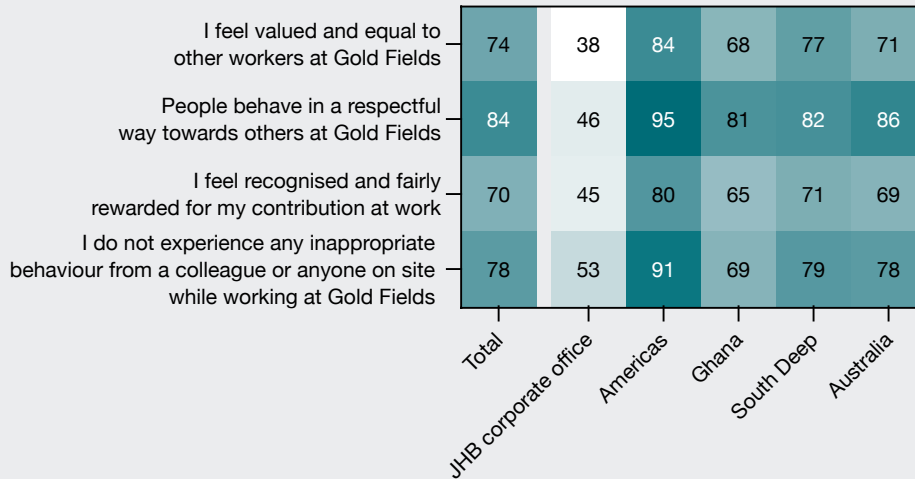
As outlined in Figure 2, the survey found that overall:

- ▶ 84% of Gold Fields employees agreed with the statement ‘People behave in a respectful way towards others at Gold Fields’;
- ▶ 78% of Gold Fields employees agreed with the statement ‘I do not experience any inappropriate behaviour from a colleague or anyone on site while working at Gold Fields’;
- ▶ 74% of Gold Fields employees agreed with the statement ‘I feel valued and equal to other workers at Gold Fields’;
- ▶ 70% of Gold Fields employees agreed with the statement ‘I feel recognised and fairly rewarded for my contribution at work’.

<sup>16</sup> For the purpose of this Review, the term “workers” is used to describe both employees and contractors of Gold Fields. The term is also used interchangeably with Review participants or participants.

<sup>17</sup> Cheng, J.Y.-J. and Groysberg, B., “How corporate cultures differ around the world” *Harvard Business Review* 8 January 2020 at <https://hbr.org/2020/01/how-corporate-cultures-differ-around-the-world>; Bhaskaran, S. and Sukumaran, N. “National culture, business culture and management practices: consequential relationships?”, *Cross Cultural Management: An International Journal* 14(1) 54-67 13 April 2007 at <https://www.emerald.com/insight/content/doi/10.1108/13527600710718831/full/html>; Beaugard, A.T., Basile, K.A. and Thompson, C.A. “Organisational culture in the context of national culture” *The Cambridge Handbook of the Global Work-Family Interface*, April 2018 Cambridge University Press, 555-569; Ringov, D. and Zollo, M. “The impact of national culture on corporate social performance”, *Corporate Governance* 7(4) 476-485 14 August 2007 at <https://www.emerald.com/insight/content/doi/10.1108/14720700710820551/full/html>.

## 2. What we heard: Experiences of the overall culture and leadership



**Figure 2:** Perceptions of culture by region (%). *SI\_INTRO. Thinking about your workplace, to what extent do you agree or disagree with the following:*  
Base: All employee respondents (n=2855).

Insights from the survey data and the group and individual listening sessions on the strengths of the culture from the individual regions are discussed below.

### 2.2.2 Corporate Office, Johannesburg

Some participants in the Corporate Office in Johannesburg expressed a strong commitment to their workplace and described it as respectful and inclusive. Participants noted that, in recent times, the culture at Corporate Office was more positive than in the past:

*I love working for this team and for Gold Fields. I have been made to feel so welcome.*

*I am proud be a Gold Fields team member. I am proud to be associated with the brand.*

*The culture now is inclusive. It used to be arrogant and chauvinistic.*



The dynamics have shifted, and it is more inclusive. What you now see is the lag of the old culture being removed.



Breaking down the survey data on the perceptions of culture by region, the survey found that Gold Fields' employees in the Corporate Office in Johannesburg were significantly less likely to agree with the following statements:

- ▶ 46% agreed with the statement 'People behave in a respectful way towards others at Gold Fields' (compared with 84% of Gold Fields employees overall);
- ▶ 53% agreed with the statement 'I do not experience any inappropriate behaviour from a colleague or anyone on site while working at Gold Fields' (compared with 78% of Gold Fields employees overall);
- ▶ 38% agreed with the statement 'I feel valued and equal to other workers at Gold Fields' (compared with 74% with Gold Fields employees overall); and
- ▶ 45% agreed with the statement 'I feel recognised and fairly rewarded for my contribution at work' (compared with 70% of Gold Fields employees overall).



## 2. What we heard: Experiences of the overall culture and leadership

### 2.2.3 Americas

The Review team was told of the significant pride in the emerging culture of Salares Norte in Chile, with people recognising that the strong focus on setting the right culture from the start was having an impact. The specific focus on diversity and inclusion was also a source of pride (particularly age diversity). Gold Fields' employees from the Americas also acknowledged the progress made on gender equality:

*We are still in early days getting to know each other. This provides us an opportunity to set the culture.*

*Gold Fields is very different for women compared to other mining companies.*

“ There is an open-door policy which is great. We have very easy access to leaders. ”

*Gold Fields' culture has always been open and respectful, with good communication at all levels. It's a comfortable workplace.*

“ Gold Fields' prioritises diversity in different ways – not just gender diversity but also age diversity and different kinds of experience. ”

In Peru, the Review team heard of positive experiences of working at Gold Fields among employees, particularly from women in the Lima office. Many people recognised that there had been visible change and acknowledged the strong focus on values and culture and the ripple effect that this can have in the community.

*Leaders display the Gold Fields values here.*

*Communication is equitable, not hierarchical.*

“

The culture is balanced. We are challenged but our wellbeing is good. We are treated as people, not just numbers.

”

From the survey data, Gold Fields employees in the Americas were more likely than Gold Fields employees overall to agree with the statements regarding the perceptions of culture:

- ▶ 95% agreed with the statement 'People behave in a respectful way towards others at Gold Fields' (compared to 84% of Gold Fields employees overall);
- ▶ 91% agreed with the statement 'I do not experience any inappropriate behaviour from a colleague or anyone on site while working at Gold Fields' (compared to 78% of Gold Fields employees overall);
- ▶ 84% agreed with the statement 'I feel valued and equal to other workers at Gold Fields' (compared to 74% of Gold Fields employees overall); and
- ▶ 80% agreed with the statement 'I feel recognised and fairly rewarded for my contribution at work' (compared to 70% of Gold Fields employees overall).

### 2.2.4 Ghana

In the sessions with employees and contractors in Ghana, some participants relayed positive experiences and observations of the workplace culture:

*There is a respect for us in our community and in our families that comes with working for Gold Fields. As women, we feel empowered to have these jobs.*

*We love our jobs and when we are here, we take pride in our work, and we give it everything. The job sustains us. But the job should also give to us because we give so much to it.*

## 2. What we heard: Experiences of the overall culture and leadership

“ When I come to work it feels like I am overcoming a challenge and it is really thrilling. I am out of my comfort zone and it is empowering.



*I love that I am always learning and doing different jobs.*

*Working in my field, even though it is male dominated, has been a dream come true.*

*I have been at Gold Fields a long time and have really noticed some good changes, particularly recently.*

The survey data indicated no statistically significant differences for employees in Ghana with respect to their agreement with most statements regarding the perceptions of culture. Employees in Ghana were, however, significantly less likely to agree with the following statement:

- ▶ ‘I do not experience any inappropriate behaviour from a colleague or anyone on site while working at Gold Fields’ (69% compared with 78% of Gold Fields employees overall).

### 2.2.5 South Deep

At South Deep, participants identified some positive elements in their specific workplace culture, noting that there had been a shift in recent years, with a stronger focus on human dignity. The Review team notes that, for the most part, positive comments came from those in supervisory and management positions:

*Gold Fields is very good at developing their people. There are opportunities here that don't exist elsewhere. But it depends on the management team.*

“ [In the past] production trumped humanity. Now human dignity comes first.



*The message is that the culture is shifting in a positive way.*

*I'm very happy to be working for Gold Fields – I feel listened to, I feel included, I feel that I'm not a token appointment but that I am valued.*

*Sexual harassment, bullying, racism – there has been a 95% improvement.*

The survey found that Gold Fields employees in South Deep were largely on par with Gold Fields employees overall in terms of their agreement with the following statements:

- ▶ 82% agreed with the statement ‘People behave in a respectful way towards others at Gold Fields’ (compared to 84% of Gold Fields employees overall);
- ▶ 79% agreed with the statement ‘I do not experience any inappropriate behaviour from a colleague or anyone on site while working at Gold Fields’ (compared to 78% of Gold Fields employees overall);
- ▶ 77% agreed with the statement ‘I feel valued and equal to other workers at Gold Fields’ (compared to 74% of Gold Fields employees overall); and
- ▶ 71% agreed with the statement ‘I feel recognised and fairly rewarded for my contribution at work’ (compared to 70% of Gold Fields employees overall).

### 2.2.6 Australia

Participants shared the positive aspects of workplace culture at the Western Australian mines of Agnew, Granny Smith, Gruyere and St Ives. The Review team was told of the important work being undertaken on respectful workplaces, including an internal and external review. Employees in the Perth office also spoke of a stronger culture, with a greater focus on diversity, inclusion and respectful workplace education in recent years:

*You know [management] is going to follow through on what they say. They communicate well and we know what's expected.*

*It's a friendly culture. There is a relaxed environment and freedom compared to other [mining] companies.*

*It's a family – everyone looks out for each other.*

## 2. What we heard: Experiences of the overall culture and leadership

“What I love is that I enjoy my job, the people I work with are excellent and very friendly. People help you when you need it and there are opportunities to move in your career.”

*The culture is good and there are great conditions. There are good people and it's an inclusive environment. I don't feel segregated as a contractor. I'm always happy to return here to a Gold Fields mine.*

*Things have changed a lot in the last few years. There is much more focus on managing bad behaviours. I think that has happened as we have had a greater focus on safety.*

“With more women coming in, I can see the dynamics changing in teams. Women break down the male ego dynamics.”

There were no statistically significant differences between Gold Fields employees in Australia and Gold Fields employees overall with regard to their level of agreement with the statements regarding the perceptions of culture in the survey.

### 2.3 Areas of the culture requiring strengthening

While Gold Fields has made efforts to strengthen its culture, the Review team is concerned that these efforts are not consistently applied across the entire organisation. The Review team heard that positive workplace cultures do not exist across all Gold Fields sites, and that the commitment by leaders to ensuring that their workplaces are safe, respectful and inclusive is variable and uneven. Strategies to strengthen the culture, whilst well-intentioned and sound, are not universally implemented or 'lived on the ground'.

#### 2.3.1 Corporate Office (Johannesburg)

Employees shared that the Corporate Office in Johannesburg had a culture characterised by “fear”, “favouritism”, and “bullying and belittling behaviour” by some leaders, including executives. There was a view that this behaviour, whilst well known across the office, was allowed to continue unchecked and that those responsible rarely, if ever, were held to account. The Review team spoke to a number of people from Corporate Office who displayed a concerning level of trauma and distress. There was a strong sense that the only option for them was to leave the company as “nothing will change”:

*I see different executives operate in different ways. Some live the values but some, less so. They are unaware of the impact of their behaviours.*

*There's an operational focus, not a human focus.*

*Our culture is an enigma. We have islands of hope and islands of despair. The responses are very different depending on the silo you are in e.g. operations, legal or HR... There are so many different cultures because our company is in so many jurisdictions. The leadership team allows subcultures to develop... We are going to have a shift in culture. We have been around for 100 years and very male dominant and migrant labour driven. We need to get out of this mould to thrive in the new South Africa.*

## 2. What we heard: Experiences of the overall culture and leadership

*Look at the [internal] survey data. It says that people can't speak up. Why can't they?*

*There is a culture of fear, hypervigilance and overwork. If I'm walking around feeling terrified the whole time, how am I ever going to feel safe raising an issue?...The hierarchy contributes to the culture of fear...I feel emotionally unsafe in this company.*

*It is a toxic environment here... There is an 'old boys' club...I don't fear them, but you are expected to tow the line according to what they say. It's not really fair and a form of intimidation. You are seen to be a troublemaker if you react. I fear losing my job. If they want someone out of Gold Fields they get you out.*

*In Corporate head office [it's] too unsafe for people to speak...It's a slow undermining, through passive aggression, bullying and intimidation. I have stopped talking now and just try and stay in my cocoon.*

“ People are willing to suck up [the poor culture here]. Nobody will make too much noise about an issue. There's no point, it won't change anything. ”

More broadly, however, several participants reflected on the role of South African history and the legacy of Apartheid in shaping the culture of the company today in sessions with the Review team:

*People are intimidated and subservient. No one talks. Maybe the undue respect for authority is a legacy of the history in South Africa.*

*Bullying is part of our culture... Maybe this is part of the genesis of the history of the company being a South African mining company.*

*Given our history, racism is a feature of South Africa society – so it is in Gold Fields.*

### 2.3.2 Americas

The majority of participants in the Americas reported positive experiences of the workplace culture in the offices and sites at Chile and Peru. However, some aspects of the culture were identified as requiring strengthening:

*There is a gap at the moment when it comes to a culture that fosters respect... Respectful treatment is a problem.*

*In the last couple of years results have to be delivered at all costs. People have to work 24/7 now. They are overwhelmed with work and their loyalties are questioned. People are having breakdowns. They are ending up with a psychiatrist or a psychologist. I have seen good people leave.*

“ The leadership styles are still hierarchical... Leaders and supervisors use the right language without changing their behaviours. ”

### 2.3.3 Ghana

While some positive examples of the culture were shared at the sites in Ghana, many people relayed experiences of hardship and workplace challenges. Job insecurity – stemming from the contract mining model – fostered uncertainty which in turn is significantly impacting the mental health of individuals. The specific issues for contractors across Gold Fields, including in Ghana, is discussed further below. Comments on the culture included:

*We are told to innovate but if you make a mistake you are victimised.*

*There is a culture of silence. Safety is impacted*

*Your boss can never be wrong. They punish you when you speak up like take your lunch away or your permit. The more you talk the more it is seen as disrespect.*

## 2. What we heard: Experiences of the overall culture and leadership

*I feel so intimidated to do whatever my supervisors want, or I will lose my job. They ask us to be assertive, but they are not ready for it. If you speak up, you are labelled as “difficult”. The most important thing is job security. There are lots of people depending on us to earn a living. The issue with speaking up is not with us. The issue is with the supervisors. They need to work on themselves and be ready to receive our ideas and feedback.*

“ Gold Fields would get a lot more out of me as an employee if I wasn’t scared of losing my job. I keep my best ideas to myself. ”

*The culture doesn’t encourage growth, it doesn’t support development, education etc.*

*If you speak up, you end up being targeted. You realise there is no point in it.*

*The culture is centred around powerful individuals. Whatever they say – end of story.*

### 2.3.4 South Deep

As identified above, South Deep has, for some, a positive work environment. Many others, however, shared that the culture “puts production ahead of its people”. Whilst people were proud to work for the Gold Fields brand, doing so came at a significant personal cost for some:

*It’s not a joy to come to work anymore, everything is focussed on production.*

“ There is the element of fear. [You ask yourself] “Is it the right thing to do or will it be used against me?” ”

*A good culture is one where there is motivation, drive, initiative, purpose... Here, it is a blame culture.*

*You feel guilty for being sick, even though you know you’ve been productive.*

### 2.3.5 Australia

The Review Team heard positive examples of the overall culture of sites in Western Australia and in the Perth Office. That said, the Review team was also told of clear areas of the general workplace culture that require strengthening. Participants were frustrated about the lack of sustained commitment and systemic action to embed diversity and inclusion:

*We don’t do culture well at all. Women and other marginalised groups are just brought in and expected to survive. We don’t address anything about the culture that may stop them from succeeding. They are just chucked in at the deep end.*

*Diversity is seen as a soft issue and not given a high status.*

“ There is a lot of lip service paid to diversity and inclusion and around issues for women. Nothing long term is done and often change depends on whether your leader sees these things as important. ”

*We are not trying as a company to do anything well about diversity and inclusion.*

*There is a disconnect. The emphasis is on diversity in support roles, but lip service in operational and technical roles. The leadership and supporting structure are not there to make real change.*

*There is no real communication about the value diversity brings to organisations – value in terms of better business outcomes and about overall productivity and wellbeing of people. This brings with it people’s own spin on things and ultimately this is a negative one.*



## 2. What we heard: Experiences of the overall culture and leadership

### 2.4 Leadership and culture

Diverse, respectful and inclusive cultures are well established as drivers of organisational effectiveness, performance and innovation, as noted at the outset of this Report.<sup>18</sup> Leadership is central to building such cultures.

Leaders set the tone and boundaries of behaviour that is either acceptable or unacceptable through their own behaviour, as well as what they recognise, incentivise and reward.<sup>19</sup> Leaders at all levels of an organisation establish and influence the culture, but committed and courageous leadership at the top, where power is concentrated, is particularly critical for driving any cultural transformation process.

#### 2.4.1 Survey insights

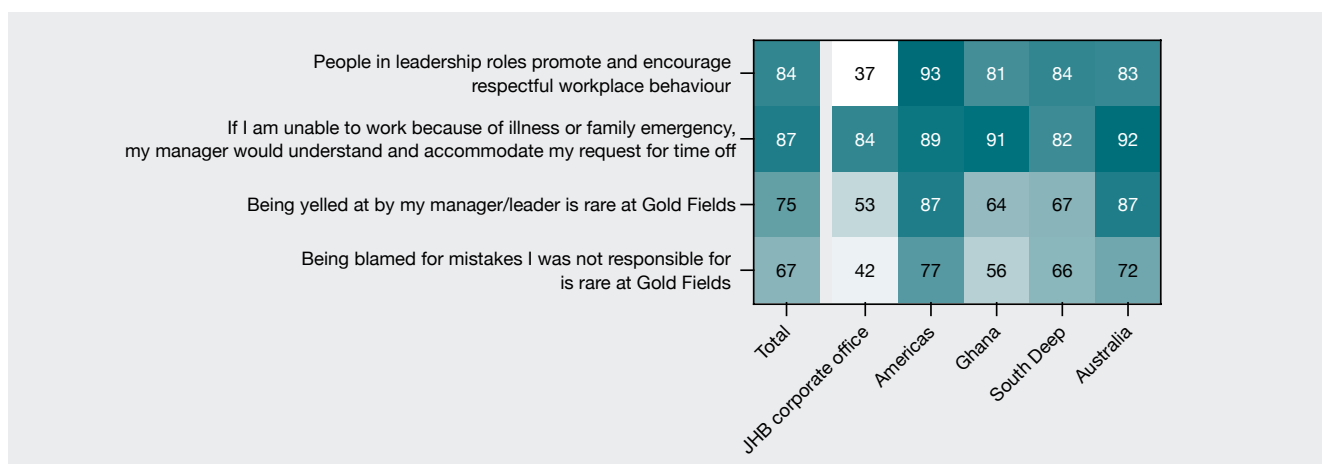
Overall, the survey found a high level of agreement with the following statements regarding leadership:

- ▶ 84% of Gold Fields employees agreed with the statement 'People in leadership roles promote and encourage respectful workplace behaviour';
- ▶ 87% of Gold Fields employees agreed with the statement 'If I am unable to work because of illness or family emergency, my manager would understand and accommodate my request for time off';
- ▶ 75% of Gold Fields employees agreed with the statement 'Being yelled at by my manager/leader is rare at Gold Fields'; and

- ▶ 67% of Gold Fields employees agreed with the statement 'Being blamed for mistakes I was not responsible for is rare at Gold Fields'.

As outlined in Figure 3 below, there were however significant differences across regions:

- ▶ Employees in Johannesburg Corporate Office (53%), South Deep (67%) and Ghana (64%) were significantly less likely to agree with the statement 'Being yelled at by my manager/leader is rare at Gold Fields' (compared with 75% Gold Fields employees overall);
- ▶ Employees in South Deep were significantly less likely than Gold Fields employees overall to agree with the statement 'If I am unable to work because of illness or family emergency, my manager would understand and accommodate my request for time off' (82% compared with 87%), while employees in Australia were more likely to agree with this statement (92%);
- ▶ Employees in the Americas were more likely to agree with the statement 'People in leadership roles promote and encourage respectful workplace behaviour' than employees overall (93% compared with 84%), while employees in the Johannesburg Corporate Office were less likely to agree with this statement (37%); and
- ▶ Only 42% of employees in the Johannesburg Corporate Office and 56% of employees in Ghana agreed with the statement 'Being blamed for mistakes I was not responsible for is rare at Gold Fields' compared with 67% of Gold Fields employees overall.



**Figure 3: Perceptions of Leadership by region (%).** *SI\_INTRO. Thinking about your workplace, to what extent do you agree or disagree with the following:*  
Base: All employee respondents (n=2855)

<sup>18</sup> Hunt, V., Prince, S., Dixon-Fyle, S. and Dolan, K. "Diversity wins: How inclusion matters" McKinsey & Company May 2020 at <https://www.mckinsey.com/~/media/mckinsey/featured%20insights/diversity%20and%20inclusion/diversity%20wins%20how%20inclusion%20matters/diversity-wins-how-inclusion-matters-vf.pdf>; Lorenzo, R., Voight, N., Tsusaka, M., Krentz, M. and Abouzahr, K. "How diverse leadership teams boost innovation" BCG 23 January 2018 at <https://www.bcg.com/publications/2018/how-diverse-leadership-teams-boost-innovation>; Employers Network for Equality and Inclusion, "Inclusive Leadership... driving performance through diversity!" 2016 at [https://www.cipd.co.uk/images/inclusive-leadership\\_2016-driving-performance-through-diversity\\_tcm18-8811.pdf](https://www.cipd.co.uk/images/inclusive-leadership_2016-driving-performance-through-diversity_tcm18-8811.pdf).

<sup>19</sup> Hart, C., Crossley, A.D. and Correll, S.J. "Study: When Leaders Take Sexual Harassment Seriously, So Do Employees" *Harvard Business Review* 14 December 2018 at <https://hbr.org/2018/12/study-when-leaders-take-sexual-harassment-seriously-so-do-employees>

## 2. What we heard: Experiences of the overall culture and leadership

### 2.4.2 What they told us

The Review team interviewed Gold Fields leaders at all levels (ExCo, RexCo and site leadership), many of whom shared their strong commitment to cultural transformation. Several leaders reflected on their own role in creating the culture that exists today – its strengths and limitations. They expressed a desire to model the standards of behaviour that align with a safe, respectful and inclusive culture. Several senior leaders shared their vision for the future and concern for the impact of harmful behaviours in the organisation:

*I would like our culture to be one where human dignity comes first, where there is no tolerance for shouting or bad behaviour and where people have confidence in leaders.*

*I would like people to have the confidence to speak out knowing that action will be taken.*

“To change as an organisation, as leaders we need more consistency between what we say and what we do.”

*We as leaders need to be role models. This should create an environment where positive behaviour happens.*

*Many men in leadership roles are feeling disappointment and disgust that we didn't recognise the issues around sexual harassment in the industry.*

One of the most common themes raised was the fundamental role of leaders in creating and maintaining a safe, respectful and inclusive workplace. This was a consistent theme across all regions but was particularly pronounced in South Africa, Ghana and Australia. As well as expressing their expectations of leaders at Gold Fields and identifying examples of what good leadership looked like, participants also shared their experiences of when leaders themselves engaged in harmful behaviour or did not address or confront harmful behaviour happening on their watch.

Several participants shared their ideas of what good leadership on culture would look like, as well as their expectations of leaders at Gold Fields. This included a greater focus on transparency, deep listening, curiosity and visibly living the values:

*People need to see leaders living the values. It changes behaviour, sets the standard.*

“Transparency, openness, being genuine, would make a huge difference for our culture.”

*I'd like to see our leaders show good leadership. [This] would look like greater transparency around their actions to improve culture. Managers also need to back their people so issues can be raised, and we don't feel scared.*

Others expressed their cynicism about the commitment of leaders in the organisation to cultural change and their concern that words may not be followed by genuine action:

*At the moment, 'culture' is being shoved down our throats, but we know it is not genuine.*

*I think that these cultural change processes initiatives are a box ticking exercise.*

*Who will own the outcome of this process? I worry that our leaders aren't up to the job.*

*The leadership team supports gender equality like a rehearsed script, but they don't really care and aren't committed.*

“Our leaders bang drums about values but do not live them.”

*Our senior leaders live in a bubble and are out of touch. While we are talking about culture, there is an overwhelming lack of concern and care for people.*

## 2. What we heard: Experiences of the overall culture and leadership

Some Review participants pointed to positive actions taken by leaders to foster a safe and respectful culture. This included through their own personal interactions with their teams; through calling out disrespectful behaviour; and through their efforts to build diverse teams:

*My manager is very friendly and respectful and doesn't act superior. He will engage with people and thanks people for their work.*

*As women in geology, we have a lot of support and training from our managers to help us grow. This doesn't happen in other companies.*



I told my boss there was a contractor who spoke to me inappropriately and he took it seriously and addressed it right away.



*In our areas, the middle managers are good. We all look out for each other. But that's a culture we've created by ourselves.*

*It is great that our site manager is part of the induction discussing the Gold Fields values. This sets a positive tone from the top. They are not afraid to performance manage people against the values, even senior leaders, and take action.*

Despite this, participants shared their interactions with some leaders, including senior leaders, who themselves engaged in harmful behaviour. These ranged from harsh treatment, exclusion, aggressive outbursts, casual racism, everyday sexism, sexual harassment and threatening physical conduct. Most participants indicated that they would never feel safe to raise a concern involving their manager or leader:

*My manager said to me, "I don't care how you get results, just get the results".*



When managers shout you feel so scared. This is a problem for safety. Basic respect for people in low level positions is not there.



*My boss screams at me at all the time. My colleagues say "don't worry. He is just like that." A lot of senior managers behave like that. They are never held to account.*

*Leaders use bullying and intimidation tactics – I've personally experienced bullying from [a number of leaders]. They are 'untouchable'.*

*[My leader] likes to belittle people, to intimidate them and to create a culture of fear.*

*What we have is leadership and management by fear.*

*I spoke up to my shift boss about a task and he slapped me. He wasn't even remorseful.*

*Yelling from bosses is normal and happens every day. They ridicule us.*



Bullying happens all the time from superiors. They don't have the decency to speak with respect.



*My manager came into my office shut the door and shouted and yelled at me. I had no idea why and had no opportunity to respond. It was very shocking to me.*

*My boss introduced me to the team as 'she likes making babies' and always makes comments like 'you are pregnant again'.*

*Our policies are sidestepped by management. Managers have the mentality they are above the law.*

## 2. What we heard: Experiences of the overall culture and leadership

Another theme that emerged is the over-emphasis on technical skills rather than people leadership skills as required competencies for leaders. Participants consistently identified the skills and capability gap of senior leaders, managers and supervisors in leading diverse, inclusive and respectful teams.

*I don't think the leaders have the skills to call out bad behaviour at the moment. You just don't find this happening.*

*Senior leaders need to drive cultural change. But no one has the skills or capability to do this in the senior leadership team.*

*Our leaders have strong technical skills. This means they often accept old ways of doing things. No one is really fit to be a strong leader on cultural change.*



Our management development program is focused on technical and operational issues. There is a need and desire for more people leadership skills and qualities.



*The culture issues we have are mainly due to the lack of leadership capability. Leaders need upskilling in how to recognise problems and to know what to do.*

The insights from participants on culture and leadership show that there are a range of aspects of Gold Fields' workplace culture and leadership that are positive, healthy and strong and where individuals are confident that they can thrive. These insights also show, however, that there are areas requiring immediate attention. Gold Fields can leverage the momentum from progress in areas where employees are having positive experiences to ensure that this context and respectful behaviours are replicated and amplified across the organisation.

# 3. What we heard: Experiences of harmful behaviour and exclusion

## 3.1 Introduction

The listening sessions and results from the online survey identified that some Gold Fields workers experience high rates of harm, including sexual harassment, bullying and racism – behaviours that have considerable impact on individuals and the organisation. The issues presented to the Review team suggest that the levels of harm and poor outcomes from the reporting and complaints process point to a systemic problem.

Overall, half of Gold Fields employees (50%) reported that they had experienced bullying, sexual harassment, or racism in the last five years. These figures represent high levels of harmful behaviours, with women experiencing higher levels overall as shown in Figure 4.



**Figure 4:** Bullying, sexual harassment, or racism in the last five years by gender (%). *B\_5Y* In the last 5 years, have you personally experienced bullying by somebody while working at Gold Fields or while on a Gold Fields site? *SH\_5Y* In the last 5 years, have you personally experienced sexual harassment by somebody while working at Gold Fields or while on a Gold Fields site? *R\_5Y* In the last 5 years, have you personally experienced racism by somebody while working at Gold Fields or while on a Gold Fields site? *B\_5Y*. In the last 5 years have you experienced any of the following while working at Gold Fields or on a Gold Fields site? Base: All employee respondents (n=2855).

Against this background, this chapter draws on the voices and lived experiences of employees and contractors working at Gold Fields with respect to experiences of harmful behaviour and exclusion. It identifies the experiences of gender inequality in the organisation, including sexual harassment, experiences of LGBTIQ+ people, racism and bullying. The following sections also examine the survey data in more detail, including by region. The insights and findings contained in this chapter provide a strong evidence base for the recommendations that follow in Chapter 5.

*A note on the data:* As outlined in the methodology section (Chapter 2), the survey data reported here represents the experience of employees, while the qualitative data represents the experience of both employees and contractors.

## 3.2 Bullying

Workplace bullying is a phenomenon that occurs across the globe and in a range of workplace settings. The International Labour Organisation states that workplace bullying has become so widespread that it represents the greatest threat to success in the workplace.<sup>20</sup> Research has found that bullying affects at least one-third of workers through direct exposure or indirect witness exposure, both of which lead to compromised health, subsequent absenteeism and reduced organisational effectiveness or productivity.<sup>21</sup> Reasonable management of a worker, such as a performance review or disciplinary action undertaken after a transparent process, is not workplace bullying.

In most cases, a single incident of unreasonable behaviour does not constitute 'workplace bullying', but it may be indicative of broader cultural or organisational problems and should therefore not be ignored. Workplace bullying differs from usual workplace conflict, in that it consists of unwelcome conduct that has an intimidating, punishing or frightening effect and infringes upon an employee's personal dignity, self-esteem and life opportunities.<sup>22</sup> When they occur in isolation, these acts can be characterised as uncivil or disrespectful workplace behaviour.

<sup>20</sup> Australian and New Zealand Mental Health Association "The Effects on Mind and Body of Bullying in the Workplace" 30 January 2018 at <https://anzmh.asn.au/blog/mental-health/workplace-bullying-effects>

<sup>21</sup> Hodgins, M., MacCurtain, S. and Mannix-McNamara, P. "Power and inaction: why organizations fail to address workplace bullying" *International Journal of Workplace Health Management* Vol. 13 No. 3, pp. 265-290 23 August 2020 at <https://doi.org/10.1108/IJWHM-10-2019-0125>

<sup>22</sup> Rycroft, A. "Workplace Bullying: unfair discrimination, dignity of violence or unfair labour practice?" *22nd Annual Labour Law Conference* 12-14 August 2009 at <https://www.yumpu.com/en/document/read/43670306/workplace-bullying-unfair-discrimination-dignity-violation-or-unfair->



# 3. What we heard: Experiences of harmful behaviour and exclusion

Uncivil and disrespectful behaviour becomes workplace bullying when it becomes a pattern and occurs consistently over a prolonged period.<sup>23</sup> An integral aspect of workplace bullying also involves an imbalance of power between the perpetrator and the target, where this power imbalance leaves the target unable to protect or defend themselves against further negative behaviours. The hierarchical nature of Gold Fields and consequent power imbalances mean that risks of abuses of power are very real.

Bullying can include a range of behaviours and be carried out verbally, physically, and/or through body language. It can be characterised by direct action or a lack of action. It includes:

- ▶ Repeated hurtful remarks or attacks;
- ▶ Making fun of someone’s work or someone as a person (including any aspect of their identity);
- ▶ Excluding someone or stopping them from working with people or taking part in activities that relate to their work;
- ▶ Psychological harassment including intimidation, belittling or humiliating comments;
- ▶ Holding back information which someone needs in order to do their work properly;
- ▶ Pushing, shoving, tripping or grabbing someone;
- ▶ Initiation or hazing - making someone do humiliating or inappropriate things in order to be accepted;
- ▶ Physical, verbal or written abuse, including via email or social media;
- ▶ Continued dismissal of someone’s contributions;
- ▶ Limiting someone’s career progression, despite strong work performance;
- ▶ Aggressive conduct towards someone, including threats or attacks; and
- ▶ Victimisation, including for making reports about wider bullying behaviour.

The impact of bullying on the individual includes depression, anxiety, post-traumatic stress disorder, suicidal ideation, chronic pain, sleep difficulties, mental ill-health, headaches, sleep disorders, neck pain, fibromyalgia, and decreased general physical health.

Witnesses or bystanders can also be negatively affected by bullying. The organisational impacts associated with workplace bullying include higher levels of occupational stress, sick leave, absenteeism and job dissatisfaction.

Several studies have been undertaken in relation to bullying behaviour in the mining and resources industry. A study of Fly-In-Fly-Out employees in the Australian resources sector found that “the incidence of bullying in Australian FIFO workers has reached alarming proportions.”<sup>24</sup> The authors found an elevated level of clinical depression and suicide risk, the prevalence for both of which was substantially higher than in the Australian general population. Further, the study found that supervisors can contribute significantly to the mitigation of bullying, with workers whose supervisors did not promote collaboration almost three times more likely to experience bullying.<sup>25</sup> Similarly, another study found that, if bullying is left unacknowledged and unaddressed, it can “severely affect efficiency, productivity and profitability through increased absenteeism, staff turnover and poor morale.”<sup>26</sup>

## 3.2.1 Survey insights

Survey participants were asked about their experiences of bullying while working at Gold Fields or while on a Gold Fields site. Almost one in two employees (47%) indicated that they had experienced bullying in the last 5 years as shown in Figure 5.



**Figure 5:** Prevalence of bullying in the last five years by gender (%). *B\_5Y. In the last 5 years, have you personally experienced bullying by somebody while working at Gold Fields or while on a Gold Fields site? BB\_5Y. In the last 5 years have you experienced any of the following while working at Gold Fields or on a Gold Fields site?.* Base: All employee respondents (n=2855).

23 Miller, P., Brook, L., Stomski, N., Ditchburn, G. and Morrison, P. "Bullying in Fly-In-Fly-Out employees in the Australian resources sector: A cross-sectional study" Public Library of Science 15(3) 24 March 2020 at <https://pubmed.ncbi.nlm.nih.gov/32208425/>

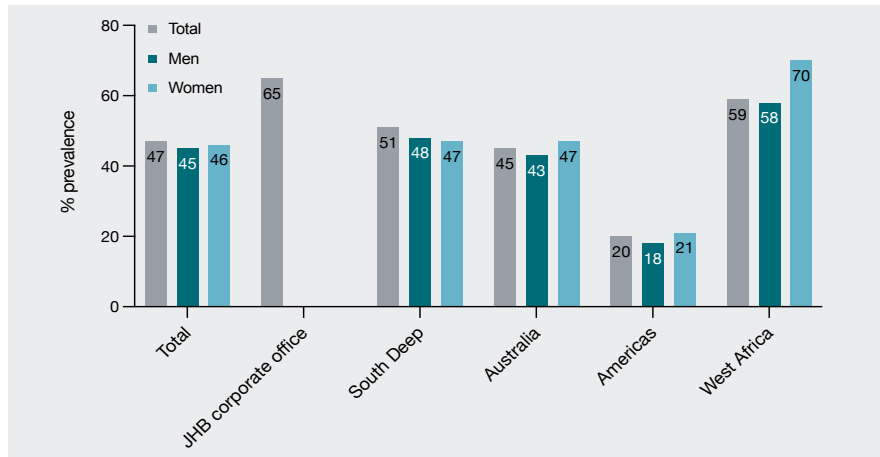
24 Ibid

25 Ibid

26 Visagie, J. C., Havenga, W., Linde, H., and Botha, A. "The prevalence of workplace bullying in a South African mining company" *South African Journal of Labour Relations*, 36(2), 62-75 at <https://journals.co.za/doi/abs/10.10520/EJC125562>

### 3. What we heard: Experiences of harmful behaviour and exclusion

As outlined in Figure 6, there were some significant differences in experience across regions. Employees that were more likely to have experienced bullying in the last five years were those in Johannesburg Corporate Office (65%) South Deep (51%) and Ghana (59%). Employees in the Americas were less likely to have experienced bullying in the last five years (20%). There were no statistically significant differences in the prevalence of bullying in Australia. There were no statistically significant differences between men and women experiences in each region.



**Figure 6:** Prevalence of bullying in the last five years by region (%). *B\_5Y. In the last 5 years, have you personally experienced bullying by somebody while working at Gold Fields or while on a Gold Fields site? BB\_5Y. In the last 5 years have you experienced any of the following while working at Gold Fields or on a Gold Fields site?* Base: All employee respondents: Total (n=2855), Johannesburg corporate office (n= 43), South Deep (n=1208), Australia (n=681), Americas (n=729), Ghana (n=174).



**Figure 7:** Bullying behaviours in the last five years by gender (%). *BB\_5Y. In the last 5 years have you experienced any of the following while working at Gold Fields or on a Gold Fields site? BB\_5Y. In the last 5 years have you experienced any of the following while working at Gold Fields or on a Gold Fields site?* Base: All employee respondents: Total (n=2855), Men (n=1899), Women (n=778).

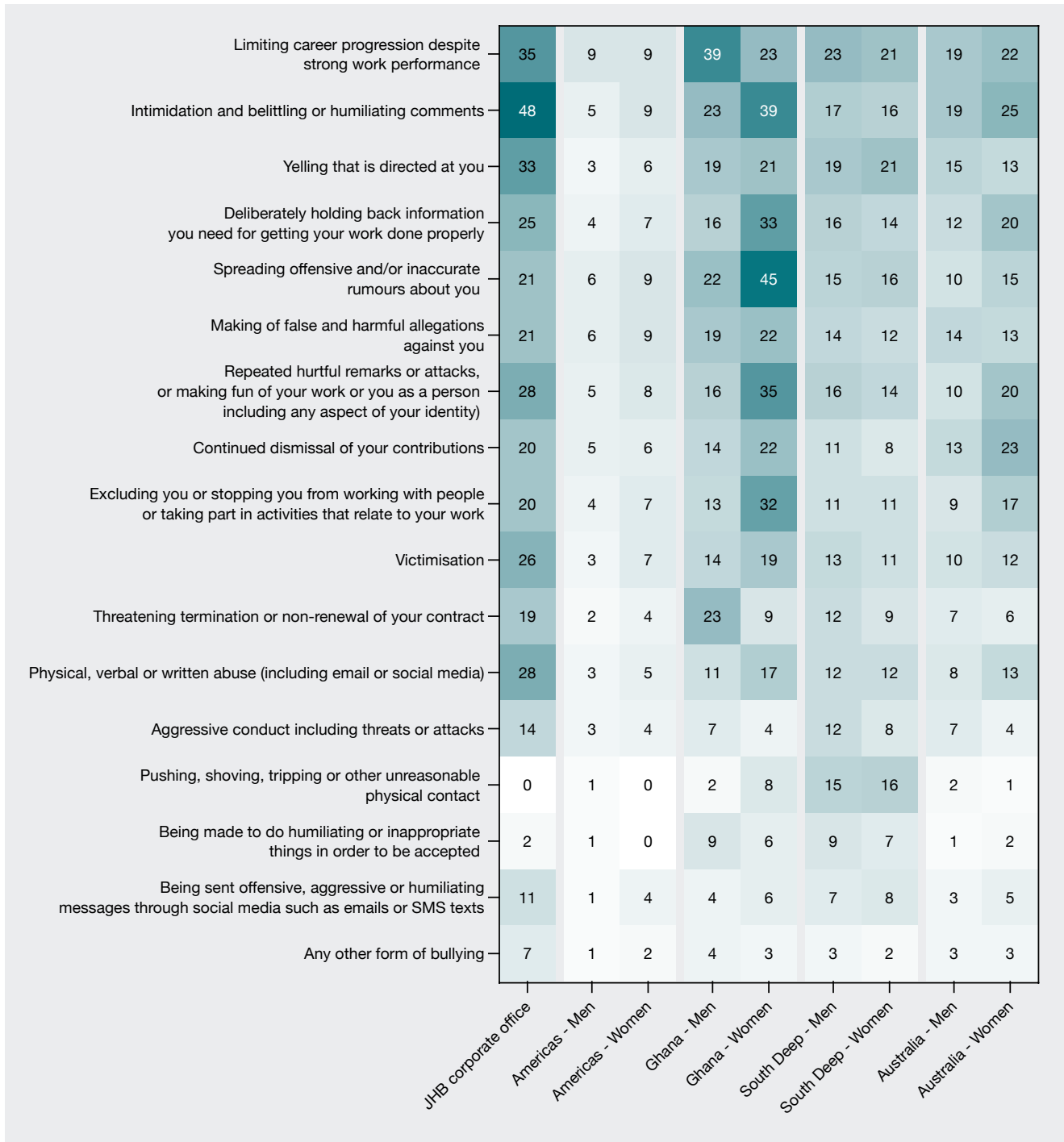
Respondents selected specific types of bullying behaviours that they had experienced in the last five years. As shown in Figure 7, the most frequently experienced behaviours were:

- ▶ Limiting career progression despite strong work performance (23%);
- ▶ Intimidation and belittling or humiliating comments (18%);
- ▶ Yelling that is directed at you (16%); and
- ▶ Deliberately holding back information you need for getting your work done properly (16%).

Women were more likely than men to experience bullying that involved ‘Excluding you or stopping you from working with people or taking part in activities that relate to your work’ (21% women compared to 11% men) and ‘Deliberately holding back information you need for getting your work done properly’ (17% women compared to 13% men).

### 3. What we heard: Experiences of harmful behaviour and exclusion

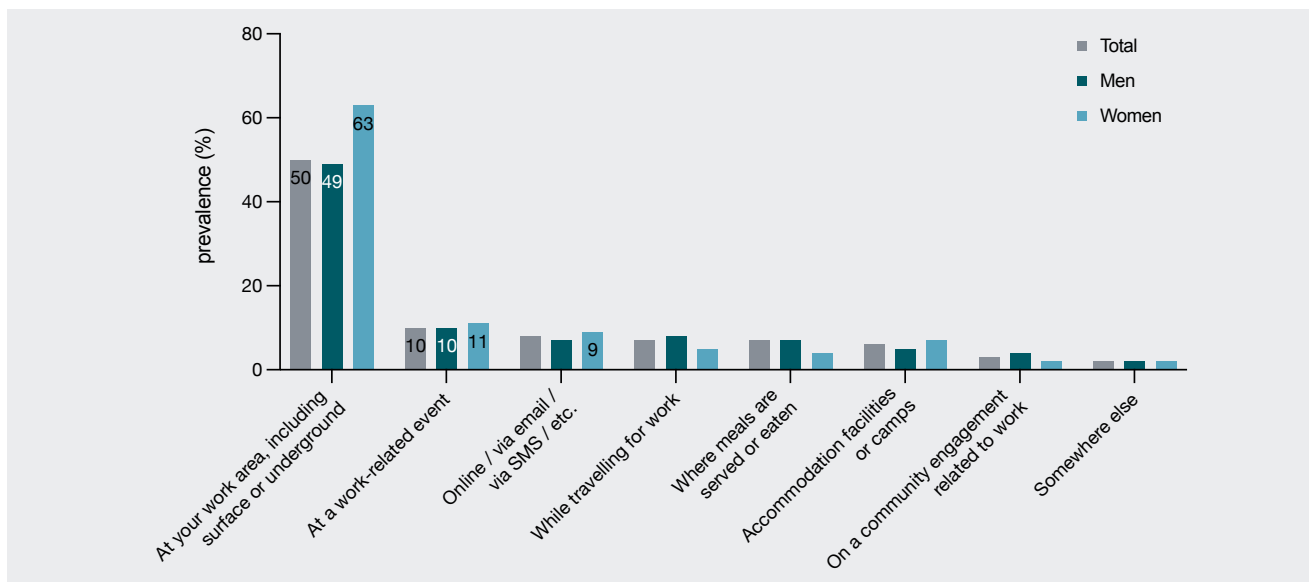
As can be seen in Figure 8, employees in the Americas region were less likely to have experienced all of the bullying behaviours described in the survey. Employees in the Johannesburg Corporate Office were more likely to experience verbally abusive behaviour and victimisation. Employees in South Deep were more likely to have experienced bullying that involved verbally or physically aggressive or abusive behaviour. Employees in Ghana were more likely to have experienced behaviours that involved humiliation or spreading of rumours, as well as threats to career progression and job security.



**Figure 8:** Bullying behaviours in the last five years by region and gender (%). *BB\_5Y. In the last 5 years have you experienced any of the following while working at Gold Fields or on a Gold Fields site?* Base: All employee respondents. Total (n=2855), Johannesburg corporate office (n= 43), South Deep (n=1208), Australia (n=681), Americas (n=729), Ghana (n=174).

### 3. What we heard: Experiences of harmful behaviour and exclusion

Survey participants were asked a series of questions about their most recent experience of bullying. The majority of those bullied reported that the bullying occurred at their work area (50%), with female employees more likely to report that they had experienced bullying at their work area (63%). Due to the small number of survey respondents from the Johannesburg Corporate Office (n=43), responses of employees from the Johannesburg Corporate Office to these follow-up questions are not reported.



**Figure 9:** Location of bullying in the last five years by gender (%). *B\_WHERE. In the last 5 years at Gold Fields, where have you experienced bullying?* Base: Experienced bullying in the last 5 years. Total (n=1210), Men (n=742), Women (n=338).

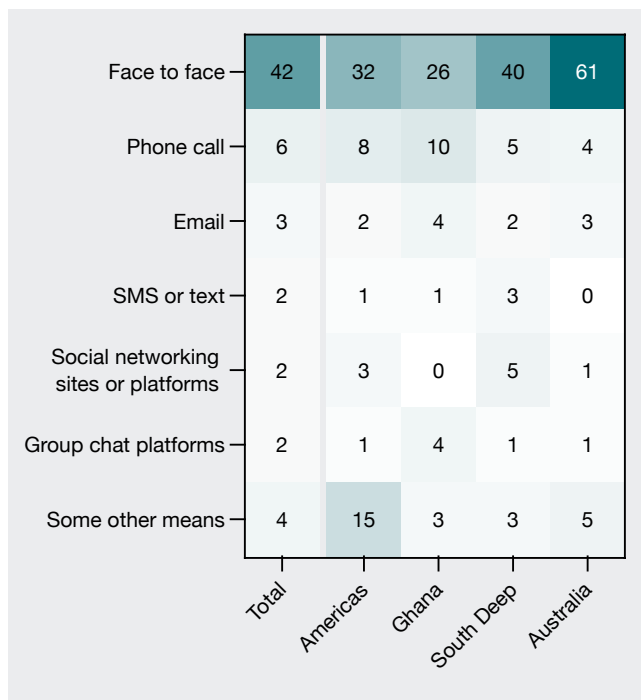
Employees who were more likely to have experienced bullying at their work area were working in Australia (69%). Employees in Ghana were more likely to have experienced bullying at a work-related event (18%), or where meals are served or eaten (12%) as outlined in Figure 10.

Location	Total (%)	Americas (%)	Ghana (%)	South Deep (%)	Australia (%)
At your work area, including surface or underground	50	48	39	43	69
At a work-related event	10	9	18	9	5
Online / via email / via SMS / etc.	8	8	9	5	11
While travelling for work	7	2	10	9	5
Where meals are served or eaten	7	2	12	5	6
Accommodation facilities or camps	6	3	8	5	6
On a community engagement related to work	3	1	3	5	1
Somewhere else	2	6	1	1	4

**Figure 10:** Location of bullying in the last five years by region (%) *B\_WHERE. In the last 5 years at Gold Fields, where have you experienced bullying?* Base: Experienced bullying in the last 5 years. Total (n=1210), South Deep (n=614), Australia (n=303), Americas (n=148), Ghana (n=105).

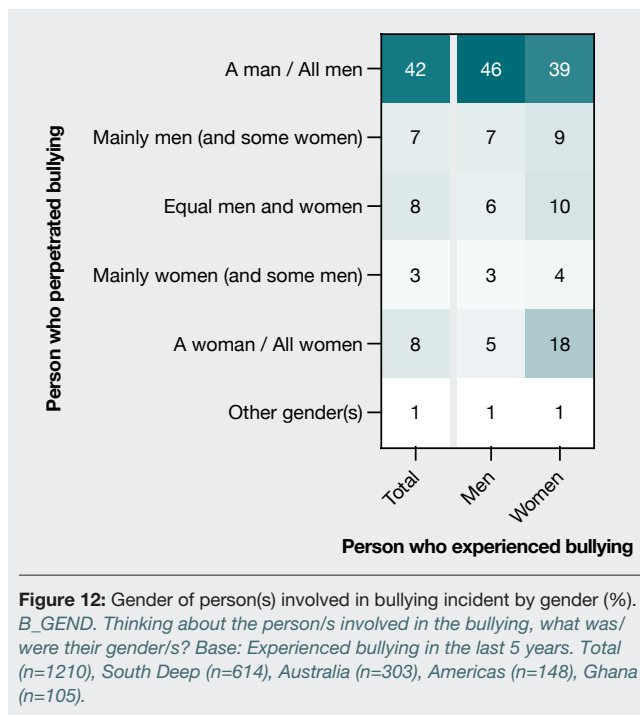
### 3. What we heard: Experiences of harmful behaviour and exclusion

Respondents most commonly reported that the incident occurred face to face (42%). Female employees (55%) were more likely to have experienced bullying in a face-to-face environment. Figure 11 shows that those in Australia were more likely to say that the incident occurred face to face (61%), while those in Ghana were less likely to report this (26%).



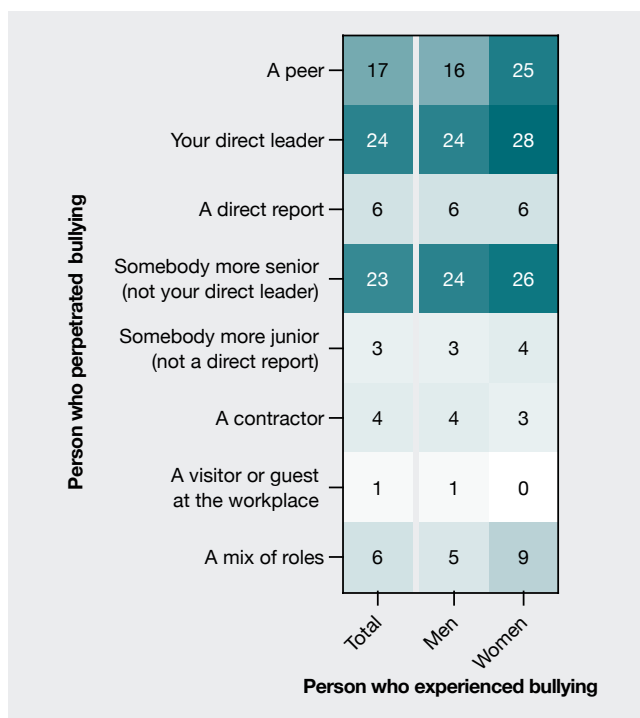
**Figure 11:** Form of most recent bullying incident by region (%). *B\_FORM. Thinking about the most recent incident of bullying you've experienced in the course of your work or at a work-related event, how did this bullying occur? Base: Experienced bullying in the last 5 years. Total (n=1210), South Deep (n=614), Australia (n=303), Americas (n=148) Ghana (n=105).*

More than one in three incidents involved a single person (36%). Employees in Australia (52%) were more likely to report that one person was involved, while those in South Deep (30%) and Ghana (25%) were less likely to report this. When asked the gender of the person(s) involved in the bullying incident, just over four in ten respondents reported that the incident involved a man or all men (42%) as outlined in Figure 12. Male employees were more likely to report that a man or only men were involved (46% compared to 39% of women), while female employees, conversely, were more likely to report that a woman or only women were involved (18% compared with 5% of men).



**Figure 12:** Gender of person(s) involved in bullying incident by gender (%). *B\_GEND. Thinking about the person/s involved in the bullying, what was/were their gender/s? Base: Experienced bullying in the last 5 years. Total (n=1210), South Deep (n=614), Australia (n=303), Americas (n=148), Ghana (n=105).*

As shown in Figure 13, it was most reported that the person or people involved in the bullying incident were the respondents' direct leader (24%) or somebody more senior who was not their direct leader (23%). Female employees were more likely to report that a peer was involved in the bullying behaviour (25%).



**Figure 13:** Role(s) of person(s) involved in bullying incident by gender (%). *B\_ROLE. What was/were their roles or positions? Base: Experienced bullying in the last 5 years. Total (n=1210), South Deep (n=614), Australia (n=303), Americas (n=148), Ghana (n=105).*



## 3. What we heard: Experiences of harmful behaviour and exclusion

### 3.2.2 What they told us

The Review team heard from a range of people at Gold Fields who had experienced bullying – many over a sustained period of time. Bullying experiences were identified as occurring at all locations, but in some sites it was more pronounced. A consistent theme was that bullying is normalised in many workplaces across Gold Fields. Further, it was clear that some employees, particularly those in leadership positions, were not held to account for their behaviour, despite complaints being made about them.

The Review team heard of the nature and impact of bullying behaviours, including the considerable distress that these behaviours caused. Participants spoke of losing confidence, of declining performance and of experiencing anxiety and depression. They also spoke of the negative impact that the experience had on their personal relationships and on their commitment to their work.

Notably, bullying was the most common theme raised by participants from the Corporate Office in Johannesburg. Participants told the Review team that the bullying behaviour there, including from members of the Executive, was frequent and went unchecked. Comments from the Corporate Office made to the Review Team included:

*I am so scared of making a mistake. I don't sleep on Sunday nights because I dread going to work on Monday. I have sleep paralysis because of the stress. I don't speak up because of the victimisation. The bullying kills – It kills your confidence. It kills your joy. If I had the opportunity to go, I would leave.*

*Mining is a hierarchical culture in general. At Gold Fields there is corporate bullying – people pushing their authority too far in some cases.*

*There are more people who bully now. Some women in the organisation are even more problematic than the men.*

*I see different [leaders] operate in different ways. Some live the values, some less so and [some] display constant bullying behaviour.*

*[My manager] is aggressive and exhibits strong bullying behaviour. I have so much anxiety because I don't know how he is going to be on any given day... He has a complete lack of respect for others.*

*Examples of behaviours that are considered normal for some that need to change are shouting, making fun of people and ridiculing people in public.*

*One of [the leaders] screams ...to the point where you are absolutely distraught. There are staff on anti-anxiety medication because of the bullying.*



The bullying is very damaging. I have panic attacks and anxiety from it. I have to keep telling myself I'm just here to make money.



*People are scared to have an opinion. You have to say 'yes boss' no matter what. If you don't, you get excluded. We are muted.*

*[This executive] is a bully and a misogynist. It's an open secret. ...You can't be innovative, collaborative, creative [in these conditions]. I can't really be my authentic self at work. I have my game face on.*

Bullying from other locations was also raised with the Review team. Comments provided included:

*Supervisors sometimes shout at you and insult you. They insult and intimidate you without shouting too.*

*Trainees are taken advantage of. They are bullied.*



Bullying is almost normal. It often takes the form of jokes that sabotage your confidence.



*Women are also harassing other women and undermining women. They do this to be one of the boys.*

*Yelling at us impacts on our spirit and how we do our job. If you respond you will be victimised.*

# 3. What we heard: Experiences of harmful behaviour and exclusion

## 3.3 Gender inequality

Gender inequality is when “unequal value is afforded to men and women and there’s an unequal distribution of power, resources and opportunity between them.”<sup>27</sup>

The benefits and advantages of a gender inclusive organisation are well established. Organisations that have greater gender equality:<sup>28</sup>

- ▶ are able to attract and retain the best possible talent the labour market has to offer;
- ▶ are able to innovate and adapt in a fast-changing environment;
- ▶ have enhanced performance and productivity, particularly in a changing environment where anticipating change and adapting to it in a timely and effective manner is essential; and
- ▶ have diversity of thought, ideas and, as a result, better decision-making.

Organisations with the highest levels of gender diversity outperform those with the least. Those organisations that fail to consider gender diversity as a business imperative risk being left behind. Equally, more gender equal and inclusive organisations lessen the risk of sexual harassment occurring. Strong international research also shows that gender inequality is one of the key drivers of sexual harassment.<sup>29</sup> Sexual harassment undermines women’s basic right to be safe and respected at work.

A cornerstone of a gender equal and inclusive workforce is ensuring that women have access to leadership roles. Workforce data provided by Gold Fields shows that women are underrepresented in leadership and management across all locations.

In discussions with participants in the Review, the Review team was told that, whilst introducing some initiatives in recent years, Gold Fields remains a largely male-dominated organisation. The Review team also heard that, in certain areas, there is resistance to increasing the representation of women, particularly into leadership positions. This is despite studies showing that having women in leadership roles can help organisations to forge a deeper connection with their customers; inspire other women employees; and boost employee engagement. Increasing diversity is also a significant benefit during skills shortages as organisations have access to a broader talent pool.

Notably, organisations with a higher proportion of women on the Board of directors and companies with a female CEO and/or equal executives and senior leaders to men, experience less sexual harassment. A continued and sustained “focus on advancing more and diverse women into leadership and other disruptive actions to reduce gender inequality will help to shift cultures that enable sexual harassment to occur.”<sup>30</sup>

### 3.3.1 Women’s experiences of work at Gold Fields

While there have been positive changes at Gold Fields in relation to the treatment and experiences of women, much of the information and stories shared with the Review team indicates that gender inequality remains a live issue across certain parts of the organisation. This includes the experiences of women as employees and contractors, everyday sexism and backlash, as well as sexual harassment.

27 Our Watch, Prevention Handbook: The link between gender equality and violence against women (Web Page, 2022) <https://handbook.ourwatch.org.au/resource-topic/key-concepts-in-preventionof-violence-against-women/the-link-between-gender-inequality-and-violence-against-women/>.

28 Turban, S., Wu, D. and Zhang, L.T. “When Gender Diversity Makes Firms More Productive” *Harvard Business Review* 11 February 2019 at <https://hbr.org/2019/02/research-when-gender-diversity-makes-firms-more-productive>; McKinsey & Co “Women in the Workplace 2022” 18 October 2022 at <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>; Carosella, C. “Why Gender Equality Matters In Business Success” *Forbes* 27 March 2020 at <https://www.forbes.com/sites/forbesnonprofitcouncil/2020/03/27/why-gender-equality-matters-in-business-success/?sh=7efbe3da669c>

29 Our Watch: Workplace Equality and Respect “*Understanding violence and sexual harassment*” at <https://workplace.ourwatch.org.au/understanding-violence-and-sexual-harassment/>; Wall, L. “Gender equality and violence against women: What’s the connection?” *Australian Centre for the Study of Sexual Assault* June 2014 at <https://nla.gov.au/nla.obj-400935959/view>; Kearns, M.C., D’Inverno, A.S. and Reidy, D.E. “The Association Between Gender Inequality and Sexual Violence in the U.S.” *American Journal of Preventative Medicine*, 58(1):12-20 January 2020; Australian Human Rights Commission “*Respect@Work: Sexual Harassment National Inquiry Report* 5 March 2020 at <https://humanrights.gov.au/our-work/sex-discrimination/publications/respectwork-sexual-harassment-national-inquiry-report-2020>; Bell, M.P., McLaughlin, M.E. and Sequeira, J.M. “Discrimination, Harassment, and the Glass Ceiling: Women Executives as Change Agents” *Journal of Business Ethics* 37(1), 65–76 April 2002 at <https://www.jstor.org/stable/25074733>

30 Champions of Change Coalition “*Disrupting the System: Preventing and Responding to Sexual Harassment in the Workplace*” September 2020 at [https://championsofchangecoalition.org/wp-content/uploads/2021/05/Disrupting-the-System\\_1.-Sexual-Harassment-A-critical-leadership-issue.pdf](https://championsofchangecoalition.org/wp-content/uploads/2021/05/Disrupting-the-System_1.-Sexual-Harassment-A-critical-leadership-issue.pdf)

# 3. What we heard: Experiences of harmful behaviour and exclusion

## Survey insights

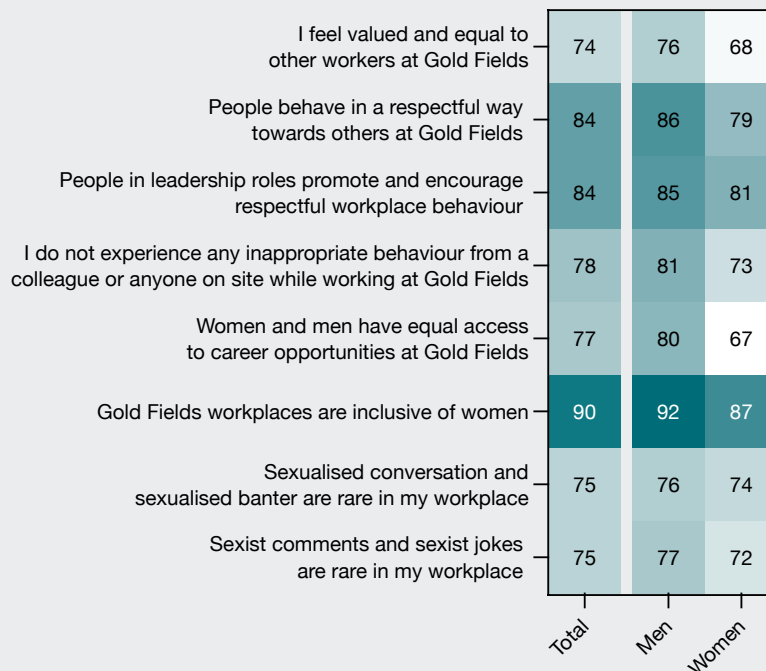
The survey reveals statistically significant differences in men and women’s perceptions and experience of the culture of Gold Fields including:

- ▶ Women were much less likely to agree with the following statements:
  - ‘I feel valued and equal to other workers at Gold Fields’ (68% compared with 76% of men);
  - ‘People behave in a respectful way towards others at Gold Fields’ (79% compared with 86% of men);
  - ‘I do not experience any inappropriate behaviour from a colleague or anyone on site while working at Gold Fields’ (73% compared with 81% of men);
  - ‘Women and men have equal access to career opportunities at Gold Fields’ (67% compared with 80% of men); and
  - ‘Gold Fields workplaces are inclusive of women’ (87% compared with 92% of men).

- ▶ Women were less likely to agree with the statement ‘Sexist comments and sexist jokes are rare in my workplace’ (72% compared with 77% of men).

There were some significant differences in agreement with these statements by region as outlined in Figure 15 below. For example, Gold Fields employees in Ghana were much less likely to agree with the following statements, indicating concerning experiences for women in the region:

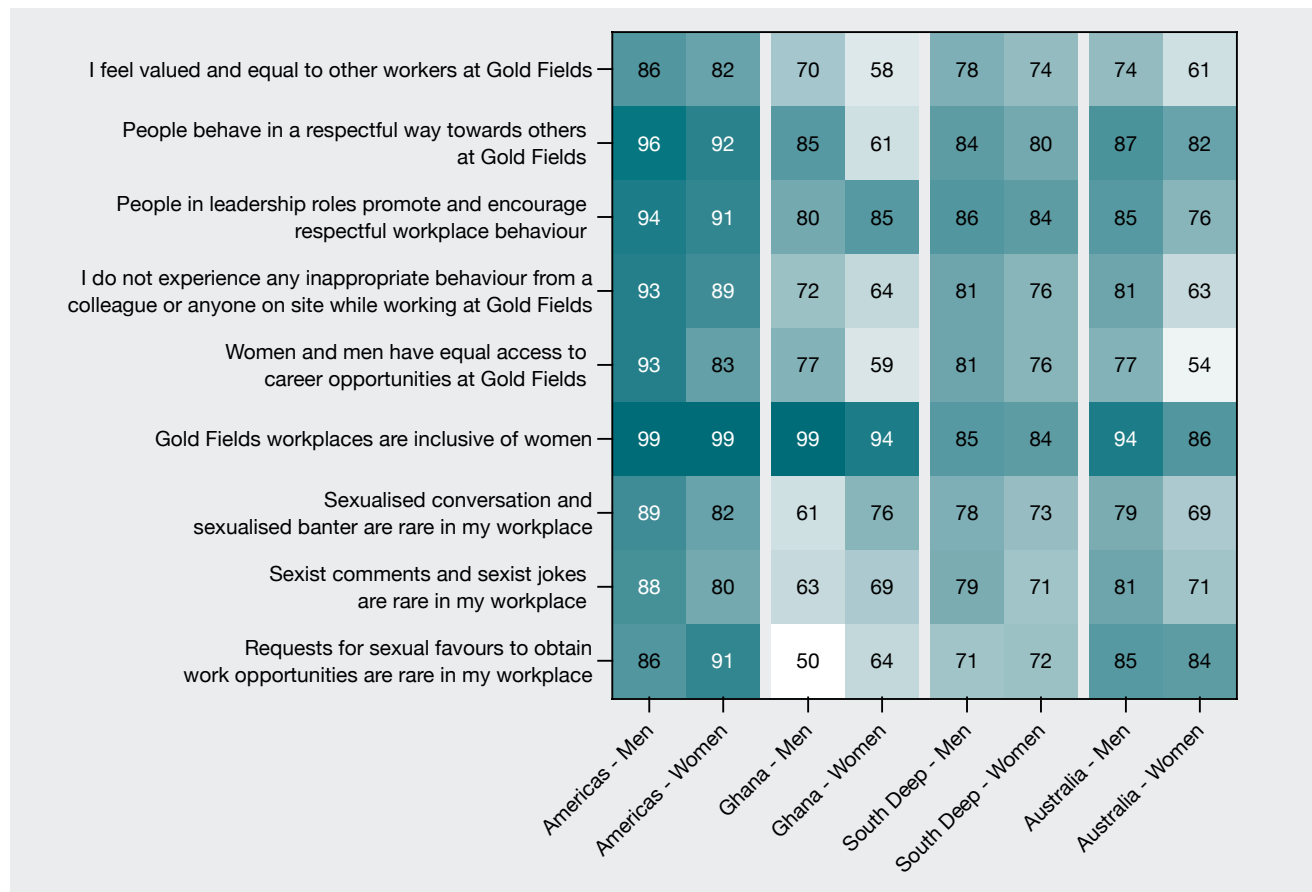
- ▶ ‘Requests for sexual favours to obtain work opportunities are rare in my workplace’ (51% compared with 74% of Gold Fields employees overall);
- ▶ ‘Sexist comments and sexist jokes are rare in my workplace’ (63% compared with 75% of Gold Fields employees overall); and
- ▶ ‘Sexualised conversation and sexualised banter are rare in my workplace’ (62% compared with 75% of Gold Fields employees overall).



**Figure 14:** Perceptions of culture and gender equality – by gender (%). *SI\_INTRO. Thinking about your workplace, to what extent do you agree or disagree with the following: Base: All employee respondents. Total (n=2855), Men (n=1899), Women (n=778).*

### 3. What we heard: Experiences of harmful behaviour and exclusion

Further, Gold Fields employees in the Johannesburg Corporate Office were less likely to agree with several statements including ‘Women and men have equal access to career opportunities at Gold Fields (38% compared to 77% of Gold Fields employees overall), and ‘Gold Fields workplaces are inclusive of women’ (70% compared to 90% of Gold Fields employees overall). Due to the small sample size, results for the Johannesburg Corporate Office can not be disaggregated by gender.



**Figure 15:** Perceptions of culture and gender equality – by region (%). *SI\_INTRO. Thinking about your workplace, to what extent do you agree or disagree with the following:* Base: All employee respondents. Total (n=2855), Johannesburg corporate office (n= 43), South Deep (n=1208), Australia (n=681), Americas (n=729), Ghana (n=174).

#### 3.3.2 What they told us

Many women spoke to the Review team about their experiences of equal treatment at Gold Fields and their ability to have fulfilling careers with a range of opportunities for advancement. A number identified that a more positive climate for women had occurred in recent years, whereas in the past women were often overlooked for their talents and skills, disrespected and denied promotions.

The Review team was told by both women and men:

*I have been at Gold Fields a long time and things now are so much better for women.*

*As a woman working in a mining company, I have found things to be equal and fair.*



*It is certainly better for women now. Before we were invisible.*



*I don't believe I suffer any discrimination for being a woman. I get the same treatment as the men and can improve in my career if I demonstrate the capability.*

### 3. What we heard: Experiences of harmful behaviour and exclusion

*Women and men are definitely equal [at Gold Fields].*

*I would recommend Gold Fields as a place to work to other women because there are many women, we feel comfortable, the team environment is good and men are respectful.*

*We have a good number of women in geology and we are well respected by our male colleagues.*

*Women have the same experiences as men here. Our skills and experiences are valued.*

“ I came to a team as the first woman...They embraced me and started to work differently. ”

*Gold Fields is a company that takes great care of their staff especially women. I've never felt discriminated against, I've always experienced respectful treatment.*

Many other women, however, shared experiences of discrimination and inequality, painting a picture of being unable to thrive to the same extent as men. Women workers identified several common challenges they face in their workplace, including challenges with achieving promotions; discrimination related to pregnancy and caring responsibilities; and the lack of value placed on their contributions:

*I had an experience coming back from maternity leave where a younger man who had much less experience got promoted. This kills your spirit for working.*

“ It took me a long time to be accepted on site as a woman. You have to work that little bit harder to get that buy-in. ”

*As a woman you have to prove yourself more [than a man] to get a promotion.*

*There is no promotion or opportunity for career development and training. It is so demotivating.*

*As a woman 'you get boxed in' for certain roles and levels.*

*We usually see people appointing males for opportunities and promotions.*

“ There is a focus on having more women but this is not yet a place where women's contributions are valued and women are respected. ”

*Women don't always get an opportunity to learn or do a task. Men assume that we can't do the physical tasks.*

*It is different for women underground. Men are resentful of women being here and comment that women get maternity leave and that they are off with injuries all the time.*

Gender inequality was also raised in discussions with women about facilities and work conditions, particularly at South Deep and some sites in Australia. In some locations, women's toilets were sub-standard and often a significant distance from the work site, which made it challenging when women were menstruating.

*Chemicals in the toilets burn you and the chemicals even get onto the toilet paper which burn when you wipe.*

*It's a long walk to the toilet.*

*It is very difficult when you have your period.*

*Women are often restricting their water intake because there are not enough suitable toilets when you are driving around.*



## 3. What we heard: Experiences of harmful behaviour and exclusion

“ It is very difficult for women [in the mine] getting their periods. I started as a young woman. Getting my period every month is stressful and embarrassing. ”

*I hate going underground on my period. I put in two tampons and a big pad to last the whole shift.*

The survey found that respondents in South Deep were also significantly less likely to agree with these statements, likely as a result of the underground facilities at South Deep (noting that there were no statistically significant differences between men and women’s responses):

- ▶ The facilities, including toilets and PPE, are of a high standard (75% South Deep compared with 79% overall)
- ▶ The facilities including toilets are easily accessible from my workplace (79% South Deep compared with 87% overall).

Women were also less likely to agree with the statement ‘I feel safe travelling to and from work’ (89% compared with 92% men). There was also lower agreement with this statement from employees in South Deep (85%), the Johannesburg Corporate Office (77%) and Americas (87%) compared with employees overall (91%).

### 3.3.3 Everyday sexism and backlash

Everyday sexism is often small seemingly innocuous instances of language or actions that maintain and normalise inequality between men and women. Examples include a woman being asked about marriage and having children; having to deal with double standards, such as an assertive woman being called pushy while an assertive man is promoted; or being called ‘good girl’, ‘darling’, ‘sweetie’ which infantilises women, can be condescending and suggests that women are not professional nor should be taken seriously. Whilst seemingly harmless, everyday sexism can be corrosive and, when allowed to flourish, can be fertile ground for more serious sexual misconduct to occur, such as sexual harassment.

Everyday sexism sits at the beginning of a continuum of a range of sexual misconduct, such as sexual harassment. The Champions of Change Coalition writes that:

*[this] continuum of behaviours and norms ... reflect unequal gender power dynamics in the workplace. These behaviours can vary in how they manifest and can occur in isolation or concurrently. Workplace cultures that normalise, tolerate and excuse disrespectful behaviour at one end of the continuum may lead to more serious issues at the other.<sup>31</sup>*

Further, the harm that everyday sexism causes can be both significant and lasting, taking a personal toll on women’s self-esteem, their personal relationships and general health. It also perpetuates unhelpful and outdated gender stereotypes and can be an obstacle to women’s career progression.

Women across all Gold Fields sites described their experiences of everyday sexism:

*In my section I was the first woman. Guys didn’t know what to say to me. They always commented I was emotional even when I wasn’t.*

“ Men shut us down, interrupt us and treat us like we don’t make sense. We can’t make suggestions. Only men can make suggestions. ”

*There is the idea that women have used their bodies to get their positions. No matter how hard you work, men think you use your body to get promoted. They always talk about this.*

*There are jobs where men are perceived to just be better. Women will never get those opportunities.*

*When you go underground you have to forget you are a woman. You have to lose your femininity and be one of the men. You have to show you are as strong as them to survive.*

<sup>31</sup> Ibid

### 3. What we heard: Experiences of harmful behaviour and exclusion

*We always hear “you just got the job because you’re a woman”, or “you can’t be a truckie because you are a woman”.*

*You have to work much harder as a woman to prove yourself. If you stuff up you really feel it, because you are a woman.*

“ I feel invisible and not listened to. I don’t think my opinions are taken seriously until a man confirms them. ”

*Women are expected to do all the cleaning up and menial tasks.*

*Language is still centred around men, like ‘man power’ and ‘man hours’.*

The Review team also observed backlash against the recruitment and promotion of women. Such backlash was particularly pronounced in South Africa, Ghana and Australia. Backlash is a term for the resistance, hostility or aggression which can arise as a reaction to change that an individual or group thinks is unnecessary or unjust. Challenges to established ideas about the roles of men and women are often resisted by those who strongly support gendered norms and see them as traditional or natural.<sup>32</sup> The existence of backlash should not deter workplaces from pursuing gender equality. In fact, backlash can be understood as an inevitable response to challenges to male power, control and status, and is often interpreted as a sign that gender equality strategies are being effective.<sup>33</sup>

In discussions with men at Gold Fields, some were of the view that often women did not secure a job because of their skill; that many of the jobs they were in were unsuitable for them; and that mining was not a career for women.

Some also considered women “emotional” and ‘sensitive’ and therefore ill-suited to the “masculine” world of mining:

*Women get easier jobs. Women never do their jobs.*

*Ladies can work in mines but there are certain jobs they just aren’t suited to.*

*Most of the time, women are not the right people for the job.*

*Certain roles are suited to men and women. For example, women are more suited to nursing. It is not easy underground and women are not suited to it.*

“ I struggle with this push to put women in jobs here. The hiring process now directly discriminates against men. This is not the way to solve the issue [of increasing the numbers of women]. ”

*When women come in it puts pressure on other team members to carry them along. Since women have started coming in, it is more work for us.*

*There is pressure on us to increase the percentage of women, but we are now hiring women who are not as competent.*

*I think women are best suited to the ‘softer’ roles. The ‘harder’ roles are not nice jobs for women.*

“ Women are good at being organised ...but not good at physical jobs. They talk too much. They’re too chatty. ”

<sup>32</sup> Our Watch: Workplace Equality and Respect “Dealing with backlash: practice guidance” at [https://media-cdn.ourwatch.org.au/wp-content/uploads/sites/2/2019/02/15002447/PG\\_Dealing-with-backlash\\_UpdatedFeb2019.pdf](https://media-cdn.ourwatch.org.au/wp-content/uploads/sites/2/2019/02/15002447/PG_Dealing-with-backlash_UpdatedFeb2019.pdf)

<sup>33</sup> Ibid

## 3. What we heard: Experiences of harmful behaviour and exclusion

The comments featured in this section suggest that gender inequality, manifested in a number of forms, persists across parts of Gold Fields, with a clear opportunity for prompt and careful education and awareness-raising across the employee base. This is particularly the case when the risk of more serious conduct occurring, such as sexual harassment, becomes more likely in workplace environments where these attitudes and misconceptions about gender roles go unaddressed.

### 3.3.4 Sexual harassment

The United Nations defines sexual harassment as:

*any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behaviour of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. While typically involving a pattern of behaviour, it can take the form of a single incident. Sexual harassment may occur between persons of the opposite or same sex.<sup>34</sup>*

Sexual or romantic interaction that is entered into freely and is reciprocated between consenting adult individuals is not a form of sexual harassment. Examples of sexual harassment include:

- ▶ staring, leering or unwelcome touching;
- ▶ suggestive comments or jokes;
- ▶ unwanted invitations to go out on dates or requests for sex;
- ▶ intrusive questions about a person's private life or body;
- ▶ unnecessary familiarity, such as deliberately brushing up against a person;
- ▶ emailing pornography or rude jokes;
- ▶ displaying images of a sexual nature around the workplace; and
- ▶ communicating content of a sexual nature through social media or text messages.

The definition of sexual harassment under law varies across different country contexts. Importantly, some types of sexual harassment (for example, sexual assault, indecent exposure, stalking, coercion into performing sexual acts or obscene communications) may also be criminal offences.

Recently, a range of reviews and studies have documented the prevalence of sexual harassment across a range of organisations around the globe. These reviews and studies have found unacceptably high rates of sexual harassment. They have found that women are predominantly the victim and survivors of sexual harassment and men are predominantly the perpetrators.

The impacts of sexual harassment and sexual harm can be profound and long-lasting. They include significant physical and psychological impacts, such as anxiety, depression, fear, shame, headaches, sleep disorders, weight loss or gain, nausea, lowered self-esteem and sexual dysfunction. There are also costs to a victim and survivor's career, including job loss, decreased morale, decreased job satisfaction, decline in performance, increased absenteeism and damage to interpersonal relationships at work. US research has found that both women and men have experienced career fallout and job changes because of sexual harassment in their workplace.<sup>35</sup>

The Review team acknowledges that Gold Fields has strengthened efforts to address gender inequality and sexual harassment. The company has stated:

*We are tackling the issue on a number of fronts. Our program to promote diversity includes a strong focus on making Gold Fields a physically and psychologically safe and inclusive place for women to work, particularly on our mines and in accommodation villages for FIFO employees.<sup>36</sup>*

While these efforts are commendable, the results of the survey and the lived experiences of Gold Fields employees and contractors indicate that more targeted and sustained work is required to ensure that the policies are 'lived on the ground' and the training and workshops have their intended impact.

<sup>34</sup> UN Women "Prohibition of discrimination, harassment, including sexual harassment, and abuse of authority" at <https://www.un.org/womenwatch/uncoordinated/antiharassment.html>

<sup>35</sup> Edison Research "Sexual Harassment in the Workplace: #MeToo, Women, Men, and the Gig Economy" June 2018 at <http://www.edisonresearch.com/wp-content/uploads/2018/06/Sexual-Harassment-in-the-Workplace-metoo-Women-Men-and-the-Gig-Economy-6.20.18-1.pdf>

<sup>36</sup> Gold Fields "Creating enduring value beyond mining: report to stakeholders 2021" at <https://www.goldfields.com/pdf/investors/integrated-annual-reports/2021/gold-fields-report-to-stakeholders-2021.pdf>

# 3. What we heard: Experiences of harmful behaviour and exclusion

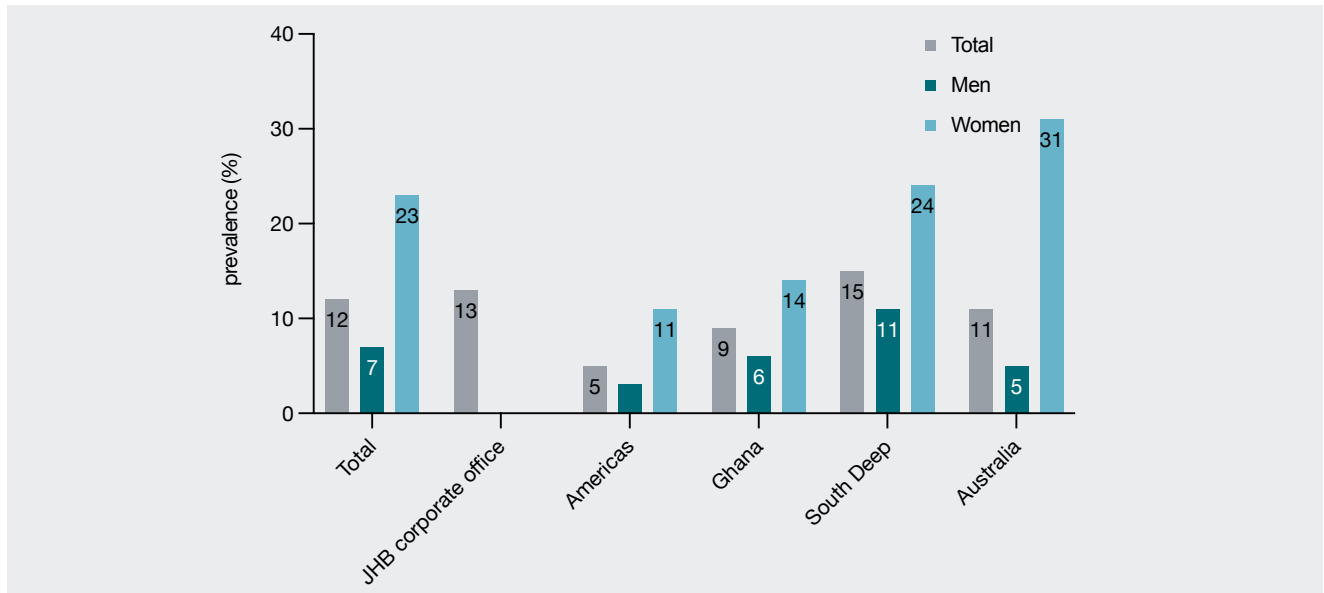
## Survey results

Survey participants were asked about their experiences of sexual harassment while working at Gold Fields in the last five years. As shown in Figure 16 below, women are significantly more likely to have experienced sexual harassment in the last five years compared with men (23% compared with 7% of men).

As shown in Figure 17, when examined by region, the survey shows some differences in experience by region and worksite, with employees more likely to report that they have experienced sexual harassment in the last five years in South Deep (15%), while employees in the Americas are significantly less likely to experience sexual harassment (5%). Women in all regions are more likely than men to experience sexual harassment.



**Figure 16:** Prevalence of sexual harassment in the last five years by gender (%). SH\_5Y. In the last 5 years, have you personally experienced sexual harassment by somebody while working at Gold Fields or while on a Gold Fields site? SHB\_5Y. In the last 5 years have you experienced any of the following while working at Gold Fields or on a Gold Fields site? Base: All employee respondents Total (n=2855), Men (n=1899), Women (n=778).



**Figure 17:** Prevalence of sexual harassment in the last five years by region (%). SH\_5Y. In the last 5 years, have you personally experienced sexual harassment by somebody while working at Gold Fields or while on a Gold Fields site? SHB\_5Y. In the last 5 years have you experienced any of the following while working at Gold Fields or on a Gold Fields site? Base: All employee respondents. Total (n=2855), Johannesburg corporate office (n= 43), South Deep (n=1208), Australia (n=681), Americas (n=729), Ghana (n=174).

### 3. What we heard: Experiences of harmful behaviour and exclusion

As shown in Figure 18, the most common sexual harassment behaviours experienced in the last five years included:

- ▶ Sexually suggestive comments or jokes that made you feel offended (5%);
- ▶ Intrusive questions about your private life or comments on your body or physical appearance that made you feel offended (5%); and
- ▶ Inappropriate staring or leering that made you feel intimidated (4%).

Women were more likely to have experienced nearly all the sexual harassment behaviours compared to men, including ‘Sexually suggestive comments or jokes that made you feel offended’ (12%), ‘Intrusive questions about your private life or comments on your body or physical appearance that made you feel offended’ (12%) and ‘Inappropriate staring or leering that made you feel intimidated’ (11%). Men were less likely to have experienced most of the behaviours.

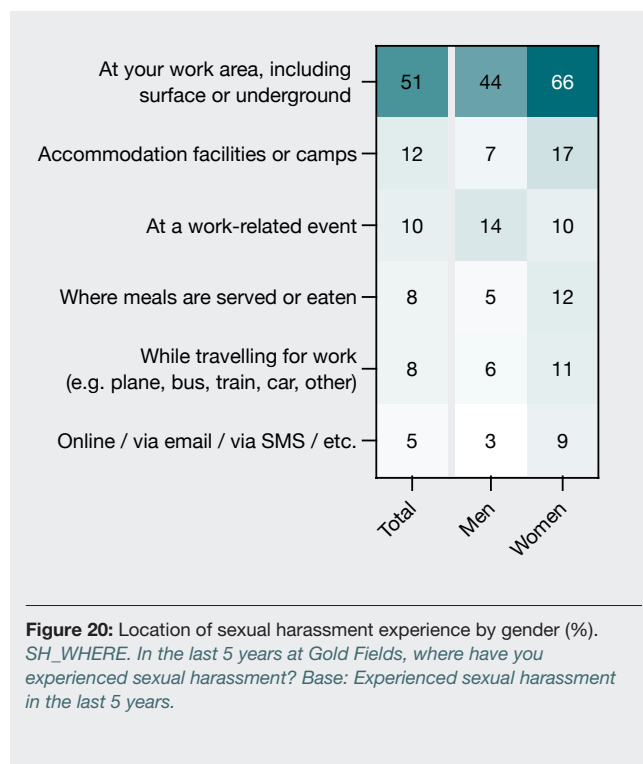
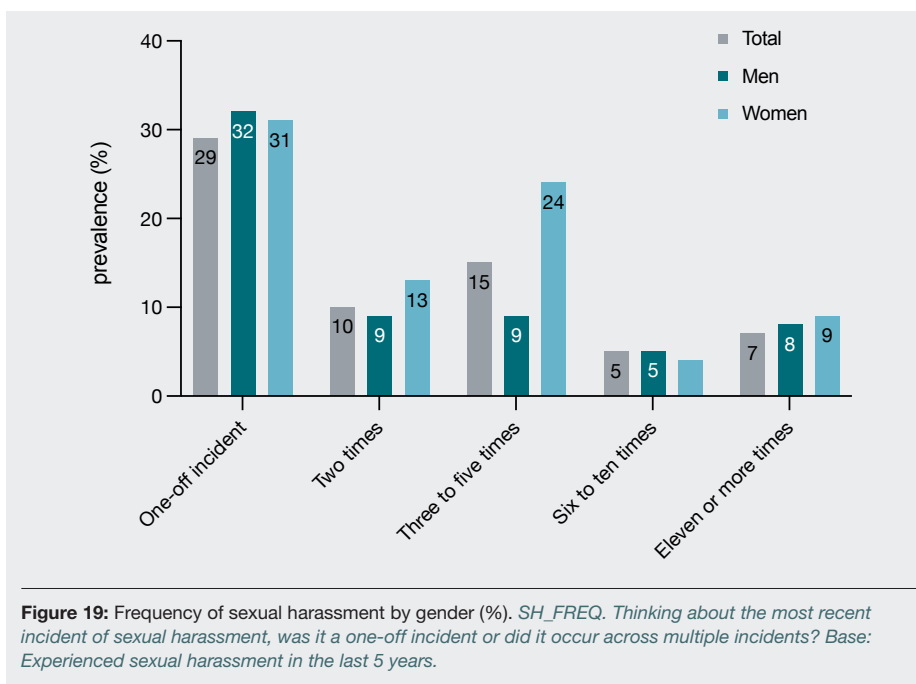


**Figure 18:** Sexual harassment behaviours experienced in the last five years by gender (%). SHB\_5Y. In the last 5 years have you experienced any of the following while working at Gold Fields or on a Gold Fields site? Base: All employee respondents. Total (n=2855), Men (n=1899), Women (n=778).

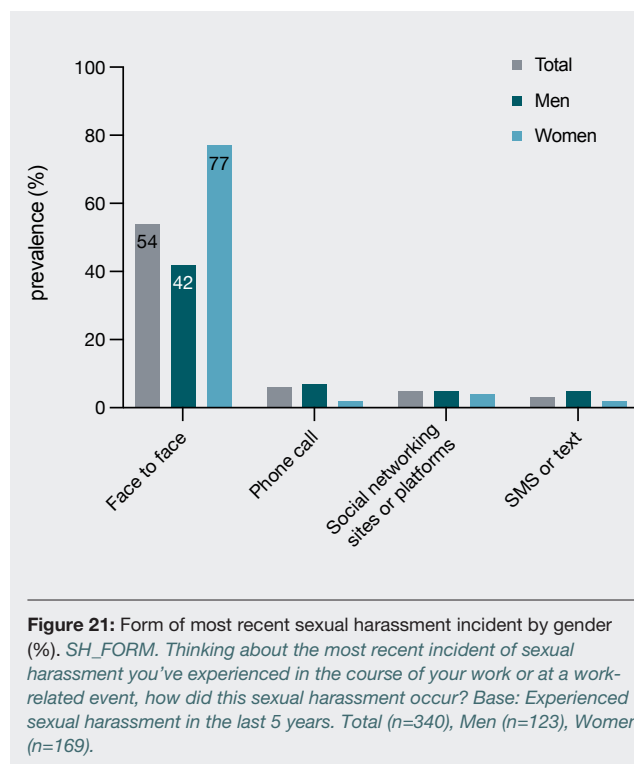


### 3. What we heard: Experiences of harmful behaviour and exclusion

Individuals who had experienced sexual harassment in the last five years were asked a series of follow-up questions to understand more about their experience. As shown in Figure 19, while 29% of sexual harassment incidents were one-off, more than a third (37%) occurred multiple times.



As shown in Figure 20, the most commonly reported location where sexual harassment occurred was at the employees' work area (51%) with women significantly more likely to report that the sexual harassment occurred at their work area (66%).



As shown in Figure 21, the majority of sexual harassment incidents occurred face to face (54%), although men were less likely to have experienced sexual harassment in this form (42%). Breaking the data down, women were more likely to have experienced sexual harassment face to face (77%), as were employees in Australia (79%).

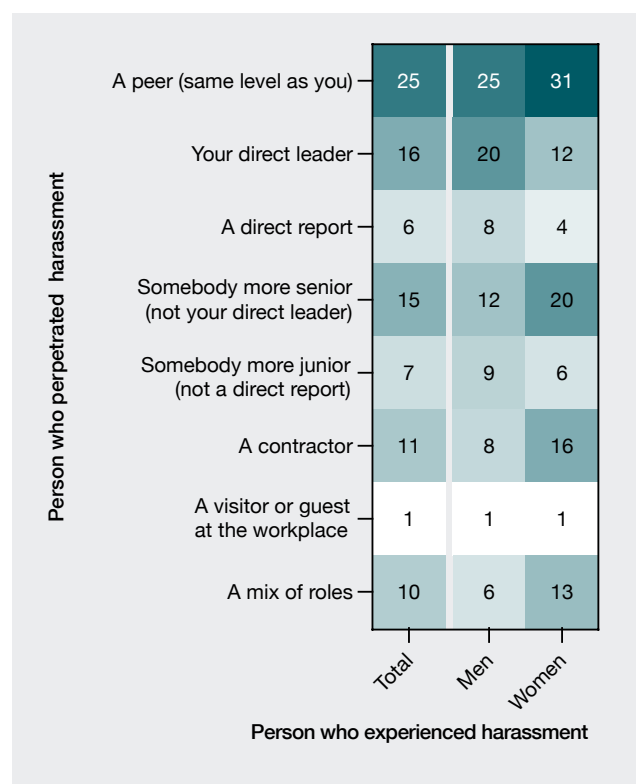
### 3. What we heard: Experiences of harmful behaviour and exclusion

One in four respondents (41%) indicated that one person was involved in the most recent incident of sexual harassment that they have experienced, while one in three (30%) indicated that more than one person was involved. As shown in Figure 22, approximately half (49%) of respondents reported that the incident involved a man or all men. Men were less likely to say that the incident involved a man or all men (28%), while women were more likely to report this (78%). Conversely, men were more likely to report that the incident involved a woman or all women (23%), while women were less likely to report this (6%).



**Figure 22:** Gender(s) of person(s) involved in sexual harassment incident by gender (%). SH\_GEND. Thinking about the person/s involved in the sexual harassment, what was / were their gender/s? Base: Experienced sexual harassment in the last 5 years. Total (n=340), Men (n=123), Women (n=169).

Figure 23 shows the role of the person(s) involved in the most recent incident of sexual harassment. It was most commonly reported that a peer (25%), a direct leader (16%), or somebody more senior who is not a direct leader (15%) were involved.



**Figure 23:** Role(s) of person(s) involved in sexual harassment incident by gender (%). SH\_ROLE. What was / were their roles or positions? Base: Experienced sexual harassment in the last 5 years. Total (n=340), Men (n=123), Women (n=169).

### 3. What we heard: Experiences of harmful behaviour and exclusion

#### What they told us

Sexual harassment was a common theme raised by Review participants. Importantly, a number of participants from diverse areas and locations of Gold Fields said that sexual harassment is less frequent than it once was. Others stated that they had never experienced or observed sexual harassment. They told the Review team that the environments in which they worked did not tolerate or condone such behaviour or that there were surveillance measures which acted as a deterrent. Men often reported that they had never witnessed or experienced sexual harassment:

*I have had no sexual harassment [at this office]. All the men are very respectful.*

*Sexual harassment is definitely less than when I first started.*

*I have had a very positive experience at Gold Fields and there has been no sexual harassment.*

*I have never seen sexual harassment occurring.*

*Sexual harassment [has] been an issue but now a spotlight is on it.*

*There are cameras around so it would be hard to do anything inappropriate without someone seeing it.*

*Since we had sexual harassment training, men are more aware of their behaviour.*

Despite the above reflections, the experiences of others, particularly women, painted a different picture. Participants spoke of experiencing a range of sexually harassing behaviours, with some feeling that it “goes with the territory” in a male dominated workplace. Some participants shared experiences of sexual assault and coercion. While experiences of sexual harassment were reported from most sites, as the survey data shows above there are some regions where sexual harassment is more prevalent. Site specific challenges, however, should not be interpreted as meaning that the organisation does not require a whole of organisation sexual harassment prevention and response strategy, as the Review clearly showed that the key risk factors for sexual harassment are present in all regions.

Comments about sexual harassment made to the Review team included:

*Men do understand what is inappropriate, but they turn it into a joke or they do it in private where there is no witness.*

*Men know that women won't have the courage to report sexual harassment which is why they do it.*

“ I get stared at all the time by men. It makes me feel uncomfortable. ”

*Most of the women that get a job here are single. They get married as quickly as possible to stop the harassment. I used to wear a ring so they thought I was married. They still speak dirty to you, but they will back down.*

*One person used to wait until no-one is around then would pester me for a relationship and sex.*

*The cage is very crowded with pushing and shoving. I stand in the front so I am protected. Sometimes you feel a person's penis pushing against you.*

“ When I started, all the men in my team had a competition of who would sleep with me first. ”

*Although it is less frequent than it used to be, sexual harassment is more hidden and covert now, when nobody is around.*

*Girls on crew are more vulnerable to sexual harassment.*

*Sexual harassment is a real issue. Men are always discussing what they would like to do to female colleagues. There are sexual comments about women's bodies, touching of buttocks, constant proposals for sex and dates. Younger women, especially national service personnel, feel like they can't say no.*

### 3. What we heard: Experiences of harmful behaviour and exclusion

“ Some women will only get the job if they have sex with the decision-maker. ”

*You hear sexualised comments all the time, but we are so used to it we don't hear it anymore.*

*Men in the workshop comment on the size of our vaginas and our buttocks. 'Your VJ is big' 'Your arse is looking nice and big'.*

*I have people try to touch my buttocks and my breasts. I slap their hand away. They don't like me for it. They are very persistent, and they tell me that I should get used to it because I will be married one day... Sometimes I cry because I feel so disrespected.*

*Men ask you things like, 'Is your husband good to you in bed?'*

In Ghana, the Review team heard of coerced sexual activity with requests for sexual favours being common, particularly for contractors and young women:

*Men ask women for sex all the time to get jobs or to get a promotion. It happens all the time for contractors. There is an expectation of sexual favours.*

*Men use sex to tell young women they will get a job, particularly those that are here for Ghanaian National Service. To keep your job, you also have to sleep with them.*

“ They always think you have slept with someone to get the job or keep the job. If you work here, they think you are a concubine for a manager. ”

*Women get texts from their supervisors asking them to go out and that they will be given money if they go. They are afraid to call it out because their job is not secure.*

*Contracting companies do not do anything to support women. You are just expected to sleep with men to get a job. There are constant expectations and proposals. I have become numb to the comments.*

*We get asked out all the time. They try to throw a net to catch us. We get asked for sex; asked if they can pay us for our bodies. Even married men will try and have their way.*

Participants across the Review who experienced sexual harassment spoke of the impact of these behaviours on their lives. They spoke of fear and anxiety, depression and a decline in their work performance:

*I try not to be scared but I do feel on edge all the time.*

*The men sometimes look you up and down. I feel very uneasy.*

*[The sexual harassment I experienced] has made me lose a lot of confidence and I don't put myself forward for opportunities anymore.*

*I don't think some of the men realise that when they behave sexually towards a woman at work, they make her feel afraid. I think they think it's fun. But it's not. We shouldn't have to put up with it and feel scared of work.*

“ When I was harassed, I definitely retreated into myself. Before, I was usually quite outgoing, but afterwards I just tried to be invisible. ”

*I didn't think the harassment would affect me the way it has. I worry a lot now and I really don't like coming to work.*

*You are supposed to grin and bear it, but it can just eat at you. You question whether it was something you did, that you were responsible for.*

When the impact of coerced sexual activity is added into his mix – including the significant ramifications on women in the workforce experiencing stigma in their communities as well as other health and wellbeing impacts – the imperative for Gold Fields taking stronger and more urgent action on sexual harassment is clear.

# 3. What we heard: Experiences of harmful behaviour and exclusion

## 3.4 Racism

A workplace free from racism is essential for creating a diverse and inclusive environment where everyone feels safe and empowered to contribute. Racism in the workplace can take many forms, such as jokes or comments that cause offence or hurt, name-calling or verbal abuse, harassment or intimidation, and commentary that reinforces negative stereotypes or inflames hostility towards certain racial groups. Racism can be intentional, or unintentional, conscious or unconscious. Racism can also take the form of unfair treatment of people because of their race.<sup>37</sup>

According to the International Convention of the Elimination of all forms of Racial Discrimination, the term “racial discrimination” refers to “any distinction, exclusion, restriction or preference based on race, colour, descent, or national or ethnic origin which has the purpose or effect of nullifying or impairing the recognition, enjoyment or exercise, on an equal footing, of human rights and fundamental freedoms in the political, economic, social, cultural or any other field of public life”.

Like gender inequality, racism is rooted in systems of unequal power relations and privilege. Power is about who has access to resources, rights, opportunities and influence. Privilege, in this context, refers to the advantage, benefits and power that individuals or groups acquire because of their relative social position or identity. Privilege, in this sense, is not ‘earned’ but granted to individuals and groups based on the interaction of their identity with systems of power and hierarchy. Privilege is often invisible to those who have it because it is so rarely challenged.

Systems of power and privilege in workplaces are entrenched in many ways. These include who has voice and influence; whose work is visible and invisible; what kinds of experience and contribution are most valued; as well as who benefits from opportunities and the kinds of life experiences that underpin workplace practices and policies.

The impacts of racism in the workplace are significant. For individuals who experience racism, it can affect their physical and mental health.<sup>38</sup> For organisations, racism left unaddressed creates a lack of psychological safety, erodes trust and stifles creativity and innovation.<sup>39</sup>

### 3.4.1 Survey insights

Overall, 77% of Gold Fields employees agreed with the statement ‘Racist jokes and comments are rare in my workplace’, although only 63% of employees in Ghana agreed. Further, 90% of Gold Field employees agreed with the statement ‘Gold Fields workplaces are inclusive of people from different racial and ethnic backgrounds’, with employees in South Deep (85%) and the Johannesburg Corporate Office (74%) less likely to agree.

Survey participants were asked about their direct experiences of racism while working at Gold Fields or while on a Gold Fields site in the last five years. Overall, 14% of Gold Fields employees reported they had experienced racism in the last 5 years as outlined in Figure 24.



37 Australian Human Rights Commission “Racism” at <https://humanrights.gov.au/quick-guide/12083>

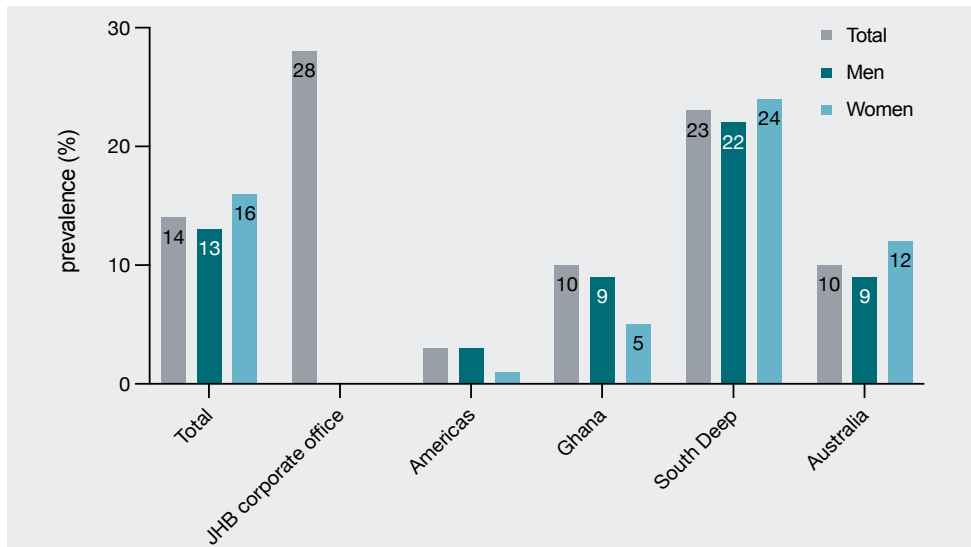
38 Paradies et al. “Racism as a determinant of health: a systematic review and meta-analysis.” *PloS one* 10.9: e0138511 23 September 2015 at <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4580597/>

39 Bagalini, A. “5 ways racism is bad for business - and what we can do about it” *World Economic Forum* 14 July 2020 at <https://www.weforum.org/agenda/2020/07/racism-bad-for-business-equality-diversity/>

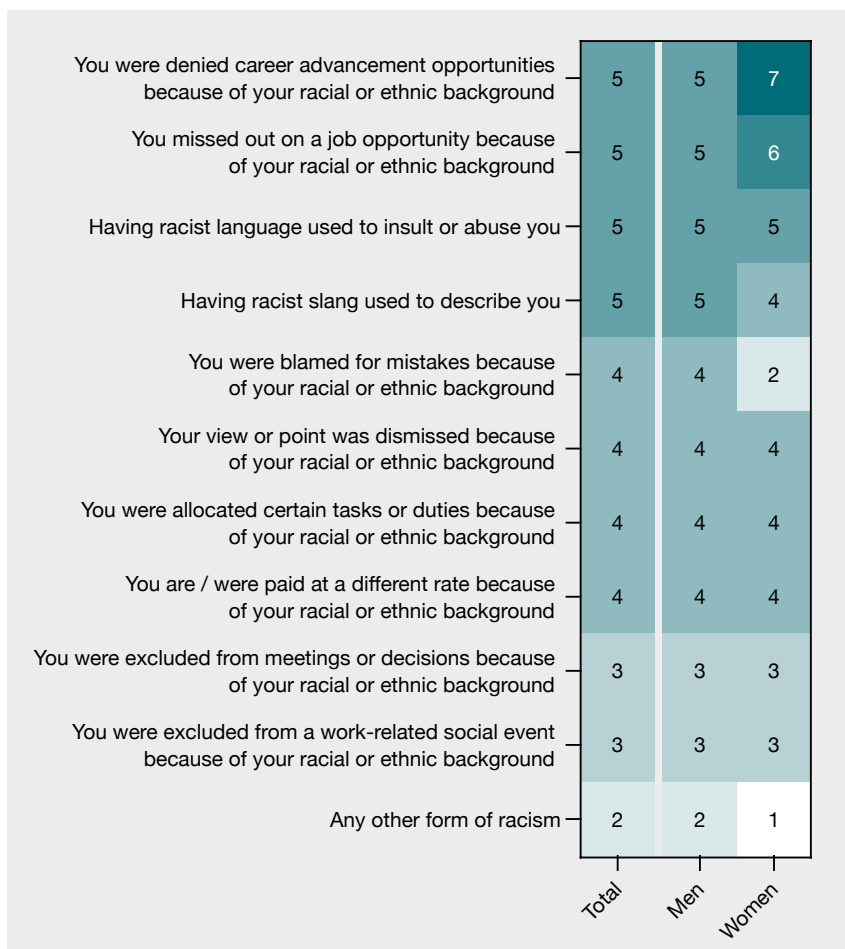


### 3. What we heard: Experiences of harmful behaviour and exclusion

As shown in Figure 25, employees in South Deep and the Johannesburg Corporate Office were more likely to have experienced racism in the last five years (23% and 28% respectively). There were no statistically significant differences between men and women’s experiences of racism in each region.



**Figure 25:** Experience of racism in the last five years by region (%). *R\_5Y. In the last 5 years, have you personally experienced racism by somebody while working at Gold Fields or while on a Gold Fields site? RB\_5Y. In the last 5 years have you experienced any of the following while working at Gold Fields or on a Gold Fields site? Base: All employee respondents. Total (n=2855), Johannesburg corporate office (n= 43), South Deep (n=1208), Australia (n=681), Americas (n=729), Ghana (n=174).*



Survey respondents selected specific types of racist behaviours that they had experienced in the last five years. As can be seen in Figure 26, the most experienced behaviours were:

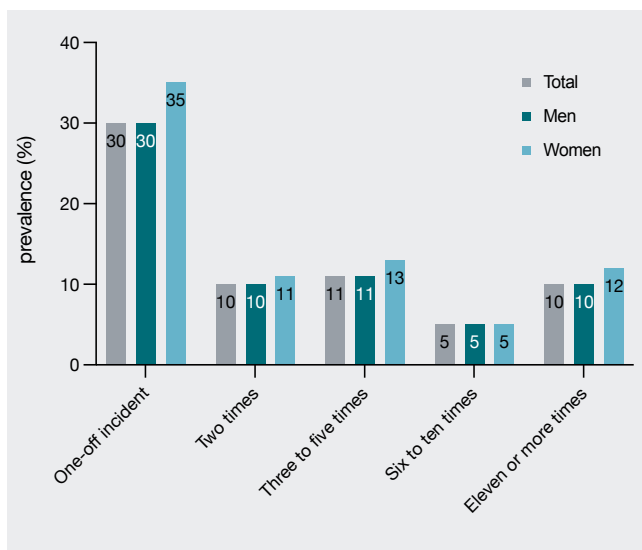
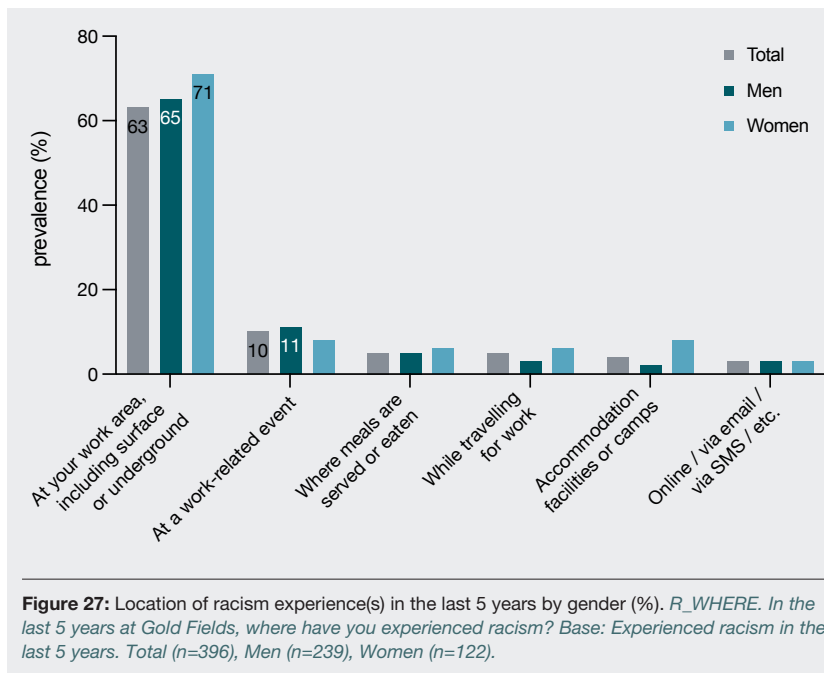
- ▶ You were denied career advancement opportunities because of your racial or ethnic background (5%);
- ▶ You missed out on a job opportunity because of your racial or ethnic background (5%); and
- ▶ Having racist language used to insult or abuse you (5%).

**Figure 26:** Experience of specific racist behaviours in the last 5 years by gender (%). *R\_5Y. In the last 5 years, have you personally experienced racism by somebody while working at Gold Fields or while on a Gold Fields site? RB\_5Y. In the last 5 years have you experienced any of the following while working at Gold Fields or on a Gold Fields site? Base: All employee respondents Total (n=2855), Men (n=1899), Women (n=778).*

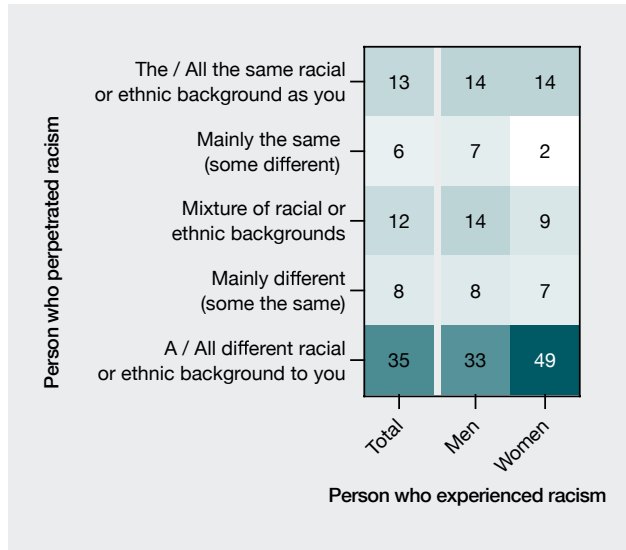
### 3. What we heard: Experiences of harmful behaviour and exclusion

Respondents were asked a series of questions about the most recent incident of racism they had experienced.<sup>40</sup> More than three in five respondents (63%) reported that they have experienced racism at their work area, with the other most common locations reported including ‘at a work-related event’ (10%), ‘where meals are served or eaten’ (5%), and ‘while travelling to or from work’ (5%) as shown in Figure 27.

As shown in Figure 28, just under one in three (30%) respondents said that it was a one-off incident, while one in ten said that it occurred twice (10%), three to five times (11%), or eleven or more times (10%).



**Figure 28:** Frequency of most recent racism incident by gender (%). *R\_FREQ*. Thinking about the most recent incident of racism, was it a one-off incident or did it occur across multiple incidents? Base: Experienced racism in the last 5 years. Total (n=396), Men (n=239), Women (n=122).



**Figure 29:** Racial background of person(s) involved in racism incident by gender (%). *R\_RACE*. And, what was the racial or ethnic background of the person/s involved in the racism? Base: Experienced racism in the last 5 years. Total (n=396), Men (n=239), Women (n=122).

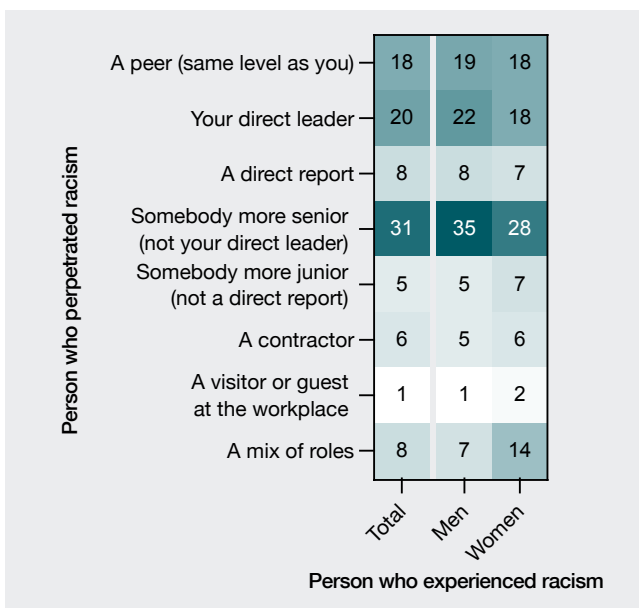
More than half of respondents (54%) said that the incident occurred face to face. Only a small proportion of respondents said that the incident occurred through other means, such as via a phone call (3%), SMS or text (2%), group chat platforms (2%), email (2%), or social networking sites or platforms (1%). Just under half (44%) of respondents said that more than one person was involved in the incident, while just over one in four (28%) said only one person was involved.

As shown in Figure 29, the most frequently reported response was that the person(s) involved in the incident were of a different racial or ethnic background to the respondent (35%) – although, for just over one in ten, the person(s) were a mixture of racial or ethnic backgrounds (12%), or were the same racial or ethnic background (13%) as the respondent.

<sup>40</sup> There were no statistically significant differences in the responses to the questions by region.

# 3. What we heard: Experiences of harmful behaviour and exclusion

Figure 30 shows that the most common roles of the person(s) involved in the incident were somebody more senior who was not a direct leader (31%), a direct leader (20%), or a peer (18%).



**Figure 30:** Role(s) of person(s) involved in racism incident by gender (%). R\_ROLE. What was / were their roles or positions? Base: Experienced racism in the last 5 years. Total (n=396), Men (n=239), Women (n=122).

Others indicated that, although they did not personally experience racism, they either witnessed it or knew that it was a problem in the organisation:

*I don't think racism is pervasive but there are pockets of it. Some of it is personality driven. There are people that are guilty of it. It is most relevant when people speak disrespectfully to the cleaning staff, for example.*

“ Racism is a feature of South African society, so it exists in Gold Fields. I haven't seen it directly in head office, but I am very confident it happens in the mines.

*I haven't personally experienced racism, but I know it is very sneaky and comes out as jokes. At my site, a foreman was always teased for being attracted to small Asian girls. Senior leaders would participate in the joke.*

## 3.4.2 What they told us

In response to questions regarding the presence of racism in the workplace at Gold Fields, a small proportion of participants shared that they did not see racism as an issue or expressed that it was an issue belonging to the past:

*I've never felt direct experience of racism at this mine.*

“ We don't see any issues around race around here.

*I don't feel I need to prove myself as a black man here. I'm not judged on my skin colour.*

*I haven't experienced and don't hear about racism at any of the sites.*

*I haven't seen or experienced racism in my whole time at Gold Fields.*

As noted in the survey data above, the experiences of racism varied across regions and sites.

### South Deep and Corporate Office, Johannesburg

The Review team heard from people about their experiences of racism, including overtly racist comments and behaviour; being looked over for opportunities because of race and being excluded. Many participants shared a view that racism was often hidden, deeply entrenched and normalised, particularly in the South African context as a result of the legacy of apartheid.

In South Africa (South Deep and the Corporate Office, Johannesburg), the Review team heard particularly from black South Africans that there was racialised hierarchy in the organisation that was reflected in the lack of diversity in senior leadership and the concentration of black South Africans in lower paid and lower status roles.

### 3. What we heard: Experiences of harmful behaviour and exclusion

Some people observed that white South Africans exercised superiority in the workplace, reflecting historical norms, and that this was reflected in the treatment of black South Africans:

*If you are black, you get shouted at. If you are white, you get spoken to. Maybe they just don't like black people.*

*There is a lot of racism. If there is a mistake it is because you are black.*

“Managers ruling with fear sometimes has an element of race about it.”

*Generally white people do not socialise with black people at Gold Fields. White people won't eat with us.*

*There is discrimination every day. Ideas are shut down based on colour.*

*It is very hard to be recognised [as a Black person]. I had to get treatment for depression.*

“Gold Fields is a white male dominated environment at the top which is not representative of the country. There has to be a willingness amongst white men to see change.”

As the immediate quote above highlights, forms of marginalisation or privilege can intersect to create a distinct experience for diverse groups in any population. The concept of intersectionality has emerged as a tool to understand that marginalisation and exclusion can be compounded or be unique in various ways when multiple forms of inequality overlap.

'Intersectionality' was first coined in the 1980s to address how gender and race interact to shape Black women's experiences at work in the USA.<sup>41</sup> This was because Black women's experiences could not be adequately reflected within the traditional and separate boundaries of racism or sexism but, rather, represent a more complex and specific form of inequality that is based largely on assumptions and stereotypes that are about both race and gender.

Echoing this concept, the Review team heard from Black women in South Africa about their specific experiences of discrimination and exclusion based on race and gender:

*It's very hard as a Black woman to advance your career. White men and women get appointed around you. When you question it, you are told 'you don't have the experience'. When you have the experience, you are told 'you need to work harder'.*

*As a Black woman, you are not considered as capable. We are not recognised.*

*I wouldn't recommend this place to work for my daughter. I've been here for [XX] years. The rates of promotion of Black women are very low. They don't consider us. We are earning peanuts.*

“If you are a Black woman, you are definitely at the bottom.”

In South Africa, the Review team also heard participants express racist comments and reflections about their colleagues in the workplace, signalling that much greater effort is required to build understanding and to shift deep seated norms and attitudes:

*The problem is we get Black assistants, and they don't last long. They are not hard working. They are lazy.*

*We are employing Black people because of race instead of competence, then Black people become convinced they are competent.*

<sup>41</sup> Crenshaw, K. "Mapping the margins: Identity politics, intersectionality, and violence against women." *Stanford Law Review* 43(6): 1241-1299 July 1991 at <https://www.jstor.org/stable/1229039>

# 3. What we heard: Experiences of harmful behaviour and exclusion

## Australia

Racism also emerged as a theme in contributions from people of culturally and linguistically diverse backgrounds and First Nations people in Australia. Resistance against efforts to increase the representation of First Nations people in the organisation was also a theme. Most white participants in Australia did not recognise racism as an issue in the workplace. In sharing their experiences of casual racist comments and exclusion, participants reflected that there was a need to strengthen efforts on cultural awareness and cultural safety in the organisation, particularly at a leadership level:

*[On one site] There are people in high positions who are explicitly racist. They need training on respectful workplaces and accountability.*

*You have to work four times harder when you're a Person of Colour from another country just to prove yourself.*

“ There is huge pushback to recruiting First Nations people at some sites. ”

*They don't want to know about cultural awareness. It needs to be talked out.*

*We need Aboriginal liaison officers on site to support Aboriginal workers as well as to help with recruitment.*

“ Some white people are inquisitive about First Nations culture, but many are ignorant. ”

## Ghana and Americas

While racism was less pronounced as a concern in Ghana and the Americas during the listening sessions, some examples of racism were shared by participants. In Ghana, the key issue around race was the different treatment of expats, compared to Ghanaians, as well as disrespect shown to Ghanaians from expats:

*We have white South Africans among us and this is a challenge. The past of South Africa has an impact on us here. It is normalised to look down on a Black person. Then you have Ghanaians who are easily controlled because of the legacy of colonialism.*

*In Ghana at Gold Fields, there is the legacy of the South African 'fear based' old mining culture where yelling and swearing is normalised.*

In the Americas, a couple of participants highlighted the impact of racism and classism in the workplace. One participant stated:

*In Latin-American countries, sometimes we bring the historical racism and classism with us to work... and we can't get away from it.*

The impacts of the legacy of colonialism and racism are present and intersecting across many Gold Fields workplaces with significant implications for inclusion and psychological safety. This suggests that action specifically needed to address racism should be a priority for Gold Fields.



## 3. What we heard: Experiences of harmful behaviour and exclusion

### 3.5 Exclusion and experiences of people identifying as LGBTIQ+

There is recognition globally that the inclusion of people identifying as LGBTIQ+<sup>42</sup> in the workplace has significant benefits for organisations. While there has been progress in some parts of the world to advance equality and human rights for LGBTIQ+ communities, in many contexts, LGBTIQ+ people continue to experience discrimination and exclusion in everyday life, even where there is equality before the law. Seventy-three countries still criminalise consensual same-sex relationships, while very few countries legally recognise the identity of people identifying as trans.<sup>43</sup>

Data from a number of surveys indicates that there are significant barriers and challenges for people identifying as LGBTIQ+ people to disclose their sexual orientation or gender identity openly in the workplace because of fears of exclusion, harassment and implications for career advancement. One US based study found that 46% of workers identifying as LGBTIQ+ say that they are closeted at work; 1-in-5 LGBTIQ+ workers report having been told or had co-workers imply that they should dress in a more feminine or masculine manner; and 53% report hearing jokes about lesbian or gay people at least once in a while.<sup>44</sup> LGBTIQ+ women are more likely to be the target of sexist jokes or sexual harassment, compared to straight/heterosexual women.<sup>45</sup>

Exclusion and marginalisation of people from LGBTIQ+ communities can be more pronounced in male dominated industries such as mining where rigid gender stereotypes and gender roles are reinforced and policed. In such environments, LGBTIQ+ people are often the 'only' in their organisation or on their team—such as the only lesbian or the only trans or gender fluid person.<sup>46</sup> Being an 'only' can fuel anxiety and isolation and can result in other disadvantages.

It can also have a silencing effect as the person tries to limit attention to themselves, including by not speaking up on issues that may impact them or the organisation.

The important role of employers in advancing the inclusion of LGBTIQ+ people in the workplace is gaining momentum. In this respect, the United Nations Office of the High Commissioner for Human Rights in partnership with the Institute for Human Rights and Business have developed specific Standards of Conduct, providing guidance to companies on how to respect and support the rights of LGBTIQ+ people in the workplace, marketplace and community.<sup>47</sup> Evidence shows that the inclusion of people identifying as LGBTIQ+ in organisational settings is also critical for increased economic performance, business performance and individual performance.<sup>48</sup> A culture of inclusion and acceptance and a safe and supportive environment boosts individual performance for LGBTIQ+ individuals, as well as the workplace more broadly.

#### 3.5.1 Survey insights

Overall, 63% of Gold Fields employees agree with the statement 'Gold Fields workplaces are inclusive of people who identify as part of the LGBTIQ+ community'. Employees in Ghana reported significantly lower agreement with this statement (16%). Further, 76% of Gold Fields employees agreed with the statement 'Homophobic jokes and comments are rare in my workplace', compared with 62% of employees in Ghana.

The survey invited respondents to identify their sexual orientation and gender identity to enable disaggregation by these identities.<sup>49</sup> Overall, employees that identified as 'non-binary' or 'I use a different term', were more likely to report they had experienced harmful behaviours including bullying, sexual harassment and racism, however due to the small sample, the specific figures cannot be reported.

42 LGBTIQ+ is an evolving acronym that stands for lesbian, gay, bisexual, transgender, intersex, queer/questioning, asexual. La Trobe University "What does LGBTIQ+ mean?" 5 December 2022 at <https://www.latrobe.edu.au/students/support/wellbeing/resource-hub/lgbtqa/what-lgbtqa-means>

43 Tripathi, S., Radcliffe, C. and Houdart, F. "Tackling Discrimination against Lesbian, Gay, Bi, Trans and Intersex People: Standards of Conduct for Business" UN Office of the High Commissioner for Human Rights 2017 at <https://www.unhcr.org/wp-content/uploads/2017/09/UN-Standards-of-Conduct.pdf>

44 Fidas, D. and Cooper, L. "A workplace divided: understanding the climate for LGBTQ workers nationwide" Human Rights Campaign Foundation at <https://hrc-prod-requests.s3-us-west-2.amazonaws.com/files/assets/resources/AWorkplaceDivided-2018.pdf>

45 Ellsworth, D., Mendy, A. and Sullivan, G. "How the LGBTQ+ community fares in the workplace" McKinsey & Company 23 June 2020 at <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/how-the-lgbtq-plus-community-fares-in-the-workplace>

46 Bailinson, P., Decherd, W., Ellsworth, D. and Guttman, M. "LGBTQ+ voices: Learning from lived experiences" McKinsey & Company 25 June 2020 at <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/lgbtq-plus-voices-learning-from-lived-experiences>

47 UN Office of the High Commissioner for Human Rights "Tackling Discrimination against Lesbian, Gay, Bi, Trans and Intersex People: Standards of Conduct for Business" at <https://www.ohchr.org/en/sexual-orientation-and-gender-identity/tackling-lgbt-discrimination-private-sector>

48 Open For Business "The Economics & Business Case" at <https://open-for-business.org/theeconomiccase>

49 The survey did not include a question on gender expression therefore analysis of the experience of people who identify as transgender is not available.

### 3. What we heard: Experiences of harmful behaviour and exclusion

As shown in Figure 31, those that identified their sexual orientation as lesbian, gay, or bisexual were less likely to agree with many of the statements related to homophobia, racism, sexualised comments or jokes, and inappropriate behaviour when compared with those that identified as straight or heterosexual including:

- ▶ Homophobic jokes and comments are rare in my workplace (57% compared with 79% of those that identify as straight or heterosexual);
- ▶ Sexualised conversation and sexualised banter are rare in my workplace (60% compared with 78% of those that identify as straight or heterosexual);
- ▶ Sexist comments and sexist jokes are rare in my workplace (58% compared with 78% of those that identify as straight or heterosexual);
- ▶ Requests for sexual favours to obtain work opportunities are rare in my workplace (60% compared with 76% of those that identify as straight or heterosexual);
- ▶ Racist jokes and comments are rare in my workplace (58% compared with 80% of those that identify as straight or heterosexual);
- ▶ I do not experience any inappropriate behaviour from a colleague or anyone on site while working at Gold Fields (67% compared with 80% of those that identify as straight or heterosexual); and
- ▶ People in leadership roles promote and encourage respectful workplace behaviour (73% compared with 85% for those that identified as straight or heterosexual).



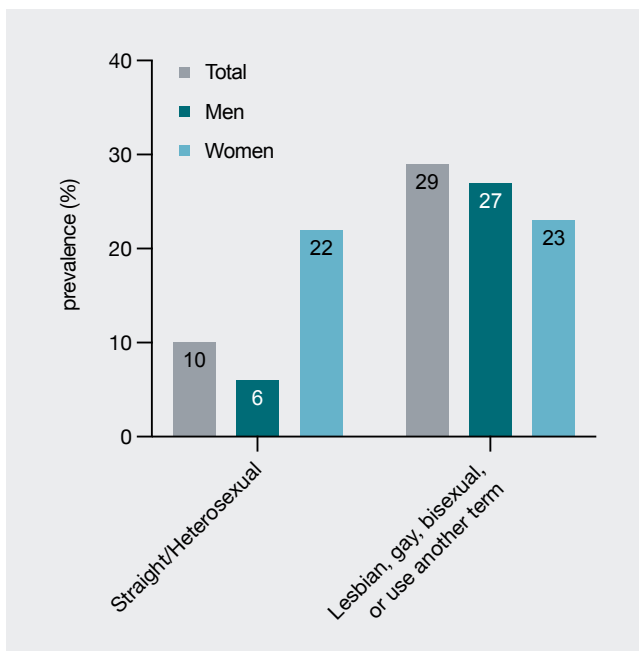
Figure 31: Perceptions of culture by sexual orientation (%). SI\_INTRO. Thinking about your workplace, to what extent do you agree or disagree with the following: Base: All employee respondents. Straight or heterosexual (Men (n=1375), Women (n=478)), Lesbian, Gay, Bisexual (Men (n=55), (Women (n=41)).

### 3. What we heard: Experiences of harmful behaviour and exclusion

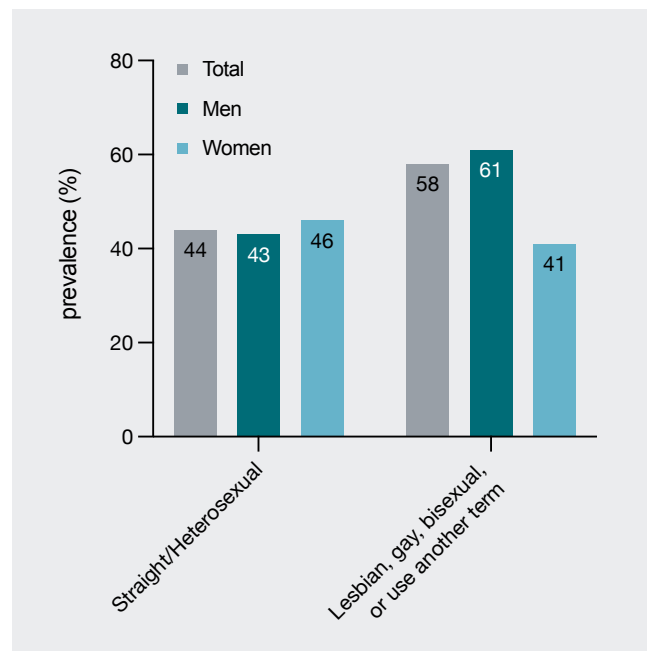
Employees who identify as lesbian, gay or bisexual were also more likely to have experienced sexual harassment in the last five years (29%) compared with those that identified as straight or heterosexual (10%) as shown in Figure 32.

With regard to bullying, employees that identified as lesbian, gay or bisexual were more likely to have experienced bullying (58%) as shown in Figure 33, and several bullying behaviours, including:

- ▶ Excluding you or stopping you from working with people or taking part in activities that relate to your work (19% compared with 11%);
- ▶ Being sent offensive, aggressive or humiliating messages through social media such as emails or SMS texts (13% compared with 5%);
- ▶ Threatening termination or non-renewal of your contract (19% compared with 11%);
- ▶ Limiting career progression despite strong work performance (36% compared with 21%);
- ▶ Deliberately holding back information you need or getting your work done properly (21% compared with 14%);
- ▶ Pushing, shoving, tripping or other unreasonable physical contact (14% compared with 7%);
- ▶ ‘Being made to do humiliating or inappropriate things in order to be accepted (16% compared with 5%);
- ▶ ‘Spreading offensive and/or inaccurate rumours about you (28% compared with 14%); and
- ▶ ‘Aggressive conduct including threats or attacks (17% compared with 8%).



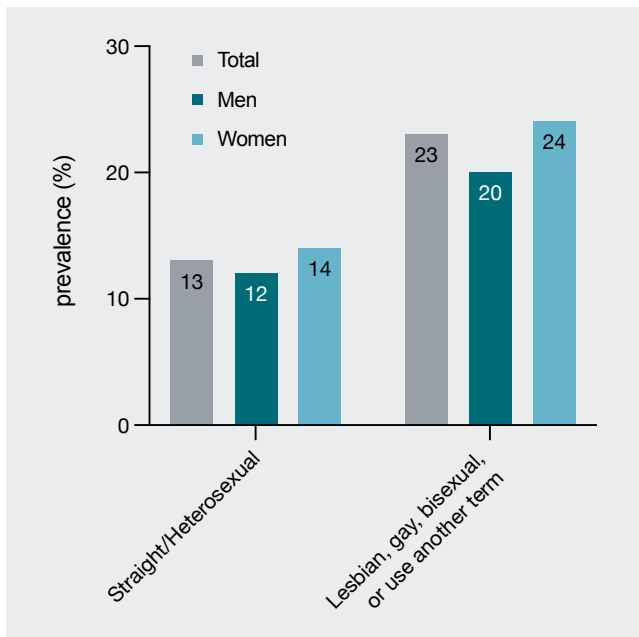
**Figure 32:** Prevalence of sexual harassment in the last five years by sexual orientation (%). SH\_5Y. In the last 5 years, have you personally experienced sexual harassment by somebody while working at Gold Fields or while on a Gold Fields site? SHB\_5Y. In the last 5 years have you experienced any of the following while working at Gold Fields or on a Gold Fields site? Base: All employee respondents. Straight or heterosexual (Men (n=1375), Women (n=478)), Lesbian, Gay, Bisexual (Men (n=55), Women (n=41)).



**Figure 33:** Prevalence of bullying in the last five years by sexual orientation (%). B\_5Y. In the last 5 years, have you personally experienced bullying by somebody while working at Gold Fields or while on a Gold Fields site? BB\_5Y. In the last 5 years have you experienced any of the following while working at Gold Fields or on a Gold Fields site? Base: All employee respondents. Straight or heterosexual (Men (n=1375), Women (n=478)), Lesbian, Gay, Bisexual (Men (n=55), Women (n=41)).

### 3. What we heard: Experiences of harmful behaviour and exclusion

Gold Field employees who identified as lesbian, gay or bisexual were also more likely to report that they had experienced racism (23% compared with 13% Gold Fields employees who identified as straight/heterosexual) as shown in Figure 34.



**Figure 34:** Prevalence of racism in the last five years by sexual orientation (%). R\_5Y. In the last 5 years, have you personally experienced racism by somebody while working at Gold Fields or while on a Gold Fields site? R\_5Y. In the last 5 years have you experienced any of the following while working at Gold Fields or on a Gold Fields site? Base: All employee respondents Straight or heterosexual (Men (n=1375), Women (n=478)), Lesbian, Gay, Bisexual (Men (n=55), Women (n=41)).

Finally, employees who identified as lesbian, gay or bisexual were more likely to say that they were ‘not at all confident’ that Gold Fields will make meaningful change on bullying (19% compared to 11% of those that identify as straight or heterosexual), sexual harassment (18% compared with 6% of those that identify as straight or heterosexual) and on racism (17% compared to 9% that identify as straight or heterosexual).

#### 3.5.2 What they told us

There were very few participants in individual or group listening sessions who openly disclosed that they have a diverse sexual orientation or gender identity, signalling that openly identifying as a member of the LGBTIQ+ community at Gold Fields remains a significant challenge. Some participants commented on the lack of visibility of LGBTIQ+ people in the workplace. In Australia, participants noted that the inclusion of appropriate pronouns in emails sent a message of inclusion. In South Africa, some participants noted that, while lesbians were more accepted in the workplace, it was a very difficult environment for gay men, particularly in operational roles underground. In the Americas, leaders noted that there had been the opportunity to learn about and discuss LGBTIQ+ inclusion in the workplace, leading some leaders to shift their own views and attitudes towards greater acceptance and inclusion:

*People often assume I am a man on the phone because of my voice and they will make comments about that.*



*I don't see anyone who is openly gay [male] on site. Why is this?*



*In [this location], we can start to see the change in culture. One person felt comfortable to say he had a different sexual preference. The company gave the space to share this.*

*Before I used to think badly about gay people. Now after working with someone who is openly gay, I realise they are just like me. We have a good working relationship.*

# 3. What we heard: Experiences of harmful behaviour and exclusion

## 3.6 Experiences of contractors

Contractors (business partners) make up a significant share of the Gold Fields workforce (72%). Many contractors are in medium to long term contractual arrangements through their contracting companies and work side by side with Gold Fields employees in a range of operational and support roles.

Region	Number of contractors	Number of employees	Share of contractors %
Total	15,444	5,971	72%
JHB corporate office	14	115	12%
Americas	5,587	684	89%
Ghana	5,713	967	85%
South Deep	2,389	2,402	50%
Australia	1,741	1,803	49%

Figure 35: Share of contractors across the Gold Fields workforce

Recognition is growing of the role that contractors can play in achieving cultural change in the mining sector. For example, the report of the Western Australian Parliamentary Inquiry into sexual harassment against women in the FIFO mining industry, *Enough is Enough*,<sup>50</sup> noted that “the increased imbalance in power that is part of a fluid and heavily sub-contracted workforce can only increase the risk of sexual harassment”.<sup>51</sup> The Inquiry also noted that the heavy use of sub-contractors is an “under-recognised driver of low levels of reporting”.<sup>52</sup>

The Review team conducted group listening sessions with contractors across all sites, except for Chile and Peru where contractors have legal independence, and based on Gold Fields advice, the Review team was prevented from conducting listening sessions with their employees. EB & Co notes the efforts being undertaken to align contractors with the Gold Fields culture, including the development of standards and guidelines, and inviting contracting companies to take part in cultural change initiatives and the establishment of gender equality targets.

### 3.6.1 Survey insights

All survey participants were asked for their level of agreement or disagreement with the following statement ‘Contractors are treated with as much respect and dignity at work as Gold Fields employees’. Some 77% of Gold Fields employees agreed with this statement. Employees in Ghana were significantly less likely to agree with this statement (69%), while employees in the Americas were significantly more likely to agree (90%).

As a result of the low completion rate for contractors/business partners (7%) the Review team was unable to report on other survey results, including the prevalence of harmful behaviours, for contractors/business partners. The low response rate was driven by several factors, including fewer direct communication channels because of a lack of contact information for many contractors.

The lack of response to the survey from Gold Fields contractors indicates that there are significant challenges in collecting information about the workplace experiences of contractors. Gold Fields should work with contracting companies to develop a standardised tool, aligned with ‘Employee Pulse’ surveys, to provide insights into the experiences of contractors, including in relation to harmful behaviours, diversity and inclusion and psychological safety.

50 Community Development and Justice Standing Committee, West Australian Parliament “‘ENOUGH IS ENOUGH’: Sexual harassment against women in the FIFO mining industry” June 2022 at [https://www.parliament.wa.gov.au/Parliament/commit.nsf/\(Report+Lookup+by+Com+ID\)/EF1DF1A3F5DF74A848258869000E6B32/\\$file/20220621%20-Report%20No%202.pdf](https://www.parliament.wa.gov.au/Parliament/commit.nsf/(Report+Lookup+by+Com+ID)/EF1DF1A3F5DF74A848258869000E6B32/$file/20220621%20-Report%20No%202.pdf)

51 Ibid

52 Ibid



# 3. What we heard: Experiences of harmful behaviour and exclusion

## 3.6.2 What they told us

The 1:1 interviews and group listening sessions reflected differences in the experiences of contractors. These differences were apparent across regions, and by gender, particularly in relation to contractors' experiences of sexual harassment and everyday sexism.

### Americas

In the Americas, Gold Fields employees shared their concern that contractors are not required to meet the same behavioural standards of Gold Fields employees. Women employees in particular raised concerns about disrespectful behaviour from contractors and the need to align the culture of the contracting companies with Gold Fields values, including for short-term contractors:

*We need a huge effort to develop culture with proper behaviour from contractors. The staff get training etc, but contractors don't always have the same culture of respect. Because there is high turnover of contractor staff, it is harder to impose Gold Fields values and standards.*

*Rules and values need to be applied to all of us regardless of if you are part of the union, Gold Fields or contractors.*

*Gold Fields employees feel a responsibility to set a high standard of behaviour that contractors should follow. We have a longer-term view, stewardship and connection to site and environment that contractors should have too.*

*The contracting companies don't have many women. It must be very difficult for the women in those companies. They are in lower status positions like health and safety officers or secretaries.*

*We need to encourage and empower contracting companies to embrace Gold Fields values.*

### Ghana

In Ghana, contractors told the Review team that their status and treatment in the workplace fosters insecurity, inequality and fear. This in turn undermines their belonging, psychological and physical safety in the workplace:

*Being a contractor is very difficult. You are up for renewal every 6 months. I don't know if I am coming or going. People threaten to sack you. You just pray at the end of 6 months. It makes me feel depressed all the time. I never feel confident. Always confused about my employment. It makes us timid and scared of speaking up.*

There is a great division between Gold Fields employees and contractors even though we all work together and are doing the same job. GF employees won't take ideas from contractors and speak very poorly towards us and verbally insult us.

“ There is no avenue for contractors to share our voice or share any grievances. ”

*As contractors, we can't speak up. They just want you to deliver. It's constant insecurity and you are always on edge.*

*We do very long hours and we are not paid for all the hours we work. Gold Fields pays the contracting companies, but they are not passing it on. This makes us feel like we are not valued and demotivated.*

*The heart of production is the workforce. You need a healthy workforce to produce the gold. If a contractor is sick, they need authorisation from Gold Fields to access health care. Sometimes they will not be allowed, and they have to walk all the way back to their village and find someone to take them to a hospital or medical centre.*

*We don't get [bonuses] even though we are doing the same jobs [as employees] and contributing to the safety record.*

### 3. What we heard: Experiences of harmful behaviour and exclusion

In Ghana, there were also differences in women's experiences as contractors. As noted above, women contractors shared being more vulnerable to sexual harassment and exploitation and also poor treatment relating to pregnancy and maternity leave:

*I didn't get a job at another mine because I was married. He was only interested in hiring women who would give him sexual favours.*

*Asking for sexual favours is accepted as normal. They will try and lure us with the promise of more money in other contracting roles if we give ourselves to them. It doesn't matter if we are married, or they are married. If you say no, you get disfavoured. If you say yes, you still get treated badly. You lose either way.*

“ Pressure for sexual favours from junior women to get jobs is common but they don't have the courage to be able to speak up. They don't want to be tagged. ”

#### South Deep

At South Deep, EB & Co held several group listening sessions with contractors (men and women) at different levels. Site leadership emphasised that contractors are viewed the same as Gold Fields employees and that there was no 'us and them'. By contrast, contractors overwhelmingly expressed their concern that they were not valued and respected as equals, pointing to the separation of contractors and employees in meetings and to the separate car parking arrangements for contractors and employees as symbols of exclusion:

“ Every day you hear, “you're just a contractor”.”

*As contractors we go an extra mile, but we are not respected.*

*We are separated in the meetings every morning. The contractors on one side and Gold Fields employees on the other.*

*The rules only seem to apply to contractors. Contractors don't have a say in decisions, but we do the same jobs and are here for a long time.*

*I shouldn't be less of a person. I deliver the same thing.*

*You have to work harder as a contractor and keep your mouth shut and do your job.*

#### Australia

In Australia, the Review team heard that, for the most part, contractors see themselves as connected to Gold Fields and feel a sense of belonging and psychological safety.

Compared to other companies, Gold Fields treats contractors very well. We always jump at the opportunity to work as a contractor at Gold Fields.

“ The site management has a good relationship with contractors. There is no 'us and them' mentality. ”

*I feel 100% safe and respected here.*

*Coming here, I have felt welcome and comfortable.*

*I feel really included here but I have seen others struggle.*

In some contexts, however, contractors who participated in listening sessions in Australia shared that they felt “invisible” and “separate” from Gold Fields.

# 4. Systems, policies, and processes to support a safe, respectful, and inclusive culture

## 4.1 Introduction

Strong systems, policies and processes play a critical role in creating safe, respectful and inclusive work environments. Effective systems and processes, as well as people and culture functions can also set managers and employees up to perform their roles successfully and to reinforce expected standards of behaviour.

Because of the organisational structure and model of Gold Fields, harmful behaviours are addressed through a mix of group or corporate (global) and specific regional level policies and processes. The review of policies undertaken for this Report has focussed on group and corporate level policies, with a view to identifying areas of potential reform that can be carried through to regional-level policies. Any policy revision will require attention and alignment with specific national legal and regulatory contexts.

This chapter shares insights from the listening sessions and survey on the experiences of reporting and complaints processes. It also provides a review of policies that directly relate to harmful behaviour, while identifying opportunities to strengthen broader policies.

## 4.2 Experiences of the reporting and complaints processes at Gold Fields

Gold Fields recognises that a strong reporting culture is critical to the ongoing monitoring of safety, both physical and psychological. A strong reporting culture is also central to enabling continuous learning, the correction of deficits, the mitigation of risk and the prevention of more serious incidents occurring in the future. To achieve this, Gold Fields currently promotes reporting physical safety issues and near-miss incidents among all its workers.

The Review team acknowledges this strong commitment to safety reporting and considers that this same approach should extend to creating a safe reporting environment for those who experience harmful behaviour and report psycho-social risks. This includes, for example, those who bring valuable information to the organisation about sexual harassment, bullying, racism and other forms of discrimination. By doing so, they are reducing risk and creating a workplace that is physically and psychologically safer for all.

An effective and trusted reporting system is one that empowers workers to report their experiences of harm; access support; and feel confident that their report will be treated seriously. Gold Fields has several avenues for an employee (or contractor) to report an incident of harmful behaviour. These include reporting through an immediate supervisor or manager, reporting through Human Resources and to the Ethics line. While these options have been effective for some workers, the information received suggests that many workers who experience sexual harassment, bullying or racism have very low levels of trust in, and are dissatisfied with, the Gold Fields reporting system. These workers fear victimisation, loss of their job or career opportunities. They do not believe that the system is confidential and, compounding these other concerns, they do not always want the alleged perpetrator to lose their job. Some also do not believe that anything will be done if they report. This suggests that Gold Fields does not have a safe reporting culture in relation to matters of psychological harm.

A lack of trust in formal reporting processes is not uncommon across different organisations. Innovative approaches are needed to enable alternative reporting pathways to be developed, as well as to allow people to have more choice and confidence in processes and investigations. Support for structured, early intervention and human-centred responses is also required. A good reporting system should operate alongside an environment that encourages, supports and rewards workers to speak up.

# 4. Systems, policies, and processes to support a safe, respectful, and inclusive culture

## 4.2.1 Survey insights

### Perceptions of the reporting culture and complaints process

The survey data shows varying levels of confidence in reporting or calling out harmful behaviour, as well as in confidence that action will be taken. Survey participants were asked about their perceptions of the reporting process. Across the organisation, eight in ten (81%) employees agreed with the statement ‘Reports or cases about inappropriate behaviour are taken seriously in my workplace’. When asked about confidence in speaking up, respondents reported high levels of agreement with the statements:

- ▶ ‘I feel confident calling out behaviour that is inappropriate’ (80%);
- ▶ ‘I feel confident to speak up if I don’t agree with something said or done’ (77%).

Around one in three (33%) of employees, however, agreed with the statement ‘I am worried if I speak up about a concern I have, I will lose my job’.

Breaking down the results by gender shows that women generally have less confidence in the reporting and complaints processes compared with men. As shown in Figure 36, women were less likely to agree with:

- ▶ ‘I feel confident calling out behaviour that is inappropriate’ (74% compared with 82% men);
- ▶ ‘Fair and reasonable action is taken against anyone who engages in inappropriate behaviour, even if they are senior or have high status’ (64% compared with 72% men);
- ▶ ‘Reports or cases about inappropriate behaviour are taken seriously in my workplace’ (74% compared with 84% men); and
- ▶ ‘Reports or cases about inappropriate behaviour are appropriately acted upon by HR’ (64% compared with 74% total).



**Figure 36:** Perceptions of the reporting and complaints process by gender (% agree). *SI\_INTRO. Thinking about your workplace, to what extent do you agree or disagree with the following:* Base: All employee respondents. Total (n=2855), Men (n=1899), Women (n=778).

# 4. Systems, policies, and processes to support a safe, respectful, and inclusive culture

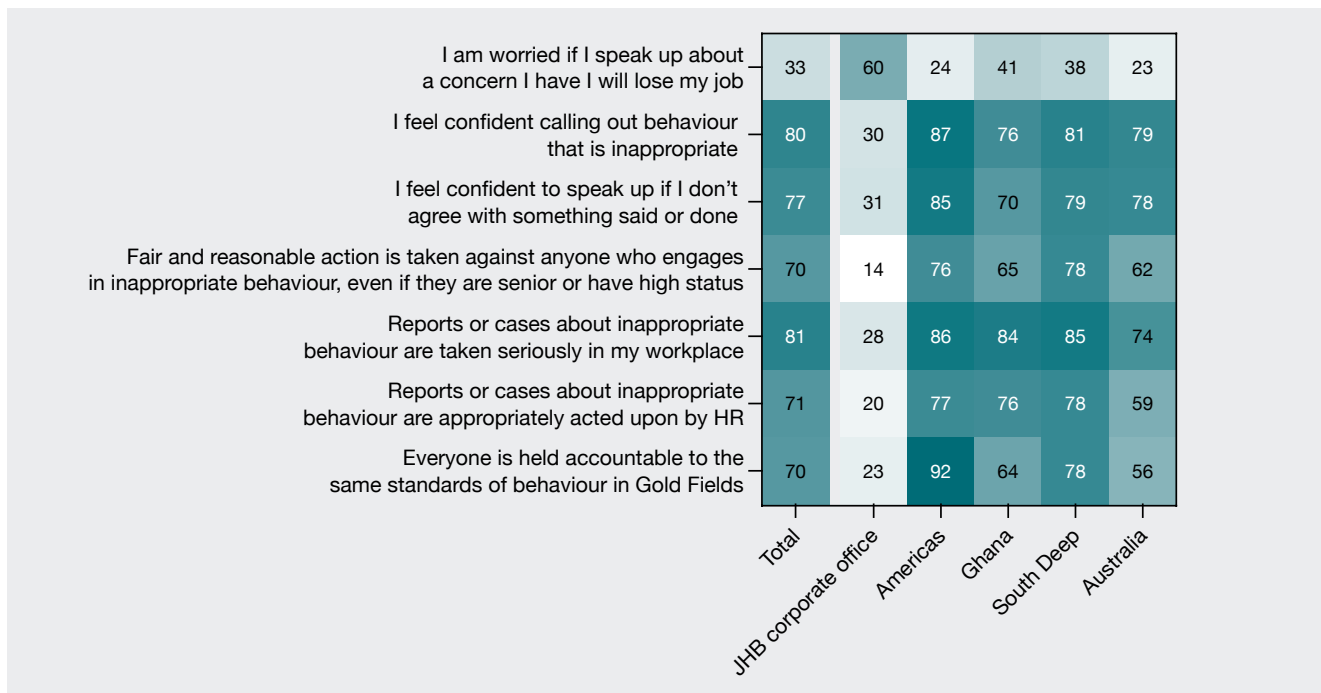
The survey data also shows differences across regions as shown in Figure 37 below. The data shows that concerns about speaking up are more pronounced in South Deep and Ghana. Employees in Ghana were less likely to agree with 'I feel confident to speak up if I don't agree with something said or done' (70% compared with 77% total). Employees in South Deep were more likely to agree with 'I am worried if I speak up about a concern I have, I will lose my job' (38% compared with 33% of Gold Fields employees overall). Employees in the Johannesburg Corporate Office have very low confidence in the reporting processes or confidence about speaking up, for example:

- ▶ 60% of employees in the Johannesburg Corporate Office agreed with the statement 'I am worried if I speak up about a concern I have, I will lose my job' compared to 33% of Gold Fields employees overall
- ▶ Only 30% of employees in the Johannesburg Corporate Office agreed with the statement 'I feel confident calling out behaviour that is inappropriate' compared to 80% of Gold Fields employees overall.

The data also shows that there is more confidence to speak up in Australia and the Americas. Employees in Australia were less likely to be worried about speaking up (23% compared with 33% total) but also less likely to agree with the four statements related to the reporting process. Employees in the Americas were less likely to worry about speaking up (24% compared with 33% total), and more likely to agree with the other statements about confidence in speaking up as well as the reporting process. The results are summarised in Figure 37.

## Experience of reporting process

Survey respondents who reported that they had experienced sexual harassment, racism or bullying were asked whether or not they had made a report about the behaviour, and a series of follow-up questions about the experience. Overall, and consistent with other workplaces, a minority of Gold Fields employees who experienced sexual harassment, racism or bullying said that they reported the incident.



**Figure 37:** Perceptions of the reporting and complaints process by region (% agree). *SI\_INTRO. Thinking about your workplace, to what extent do you agree or disagree with the following:* Base: All employee respondents. Total (n=2855), Johannesburg corporate office (n= 43), South Deep (n=1208), Australia (n=681), Americas (n=729), Ghana (n=174).



# 4. Systems, policies, and processes to support a safe, respectful, and inclusive culture

## Bullying

Just under one in four respondents (22%) indicated that they made a report or complaint (formal and/or informal) about the most recent incident of bullying that they had experienced.

As shown in Figure 38, just over half of respondents (56%) who had experienced bullying indicated that they reported the bullying incident to their leader or supervisor, while one in three (30%) reported it to a Human Resources team member. There were no differences in who the incident was reported to by gender.

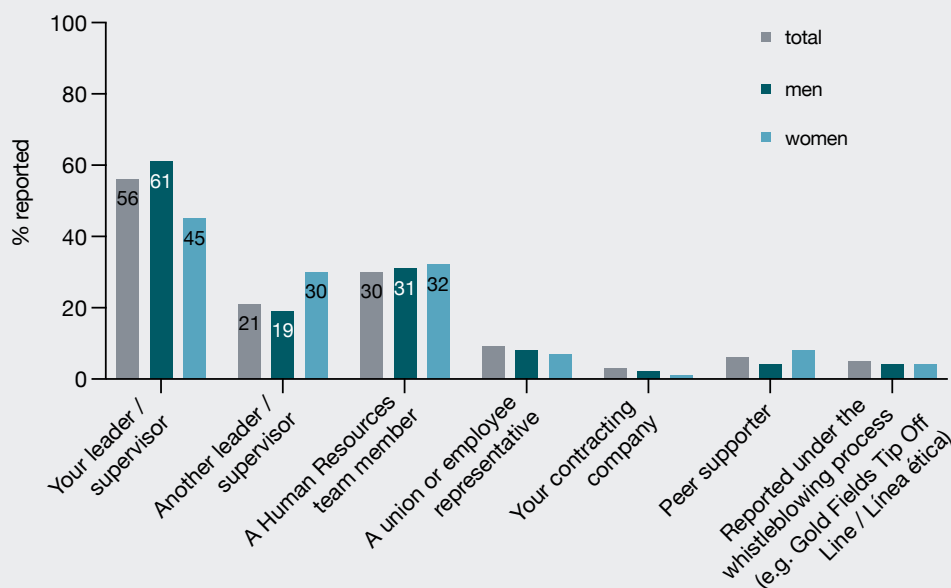
When asked to rate their level of satisfaction of the overall reporting or complaint process, one in three respondents (32%) said that they were not satisfied at all, and less than one in five respondents (15%) indicated that they were extremely satisfied with the process.

Approximately one in three respondents (32%) reported the bullying incident on the same day or next working day, while around one in five (22%) reported it less than 1 month after the incident (but not straight away).

Only one in six respondents (60%) indicated that their complaint had been finalised at the time of completing the survey. Most respondents indicated that their complaint was finalised either on the same working day or next working day (32%) or less than 1 month after the incident (but not straight away, 37%). A small number of respondents (5%) indicated that it took more than 12 months for their complaint to be finalised.

Respondents whose complaint was finalised at the time of completing the survey were asked how often they had received updates about the progress of their complaint. More than one in three respondents (35%) said that they were updated often or regularly about the status of their complaint. On the other hand, almost one in five (18%) said that they were only updated at the conclusion of the complaint process, and 15% were never updated on the progress.

Respondents were asked about the action taken against the perpetrator as a result of their complaint. The most reported actions on the perpetrator following the complaint were 'They were informally spoken to' (21%), and 'They were disciplined' (20%). Just under one in five respondents (17%) said that they were unsure whether anything had happened to the perpetrator.



**Figure 38:** Who the bullying was reported to by gender (%). *B\_REPORTED. Which of the following did you report the incident to? Base: Reported the bullying incident . Total (n=268), Men (n=149), Women (n=93).*

## 4. Systems, policies, and processes to support a safe, respectful, and inclusive culture

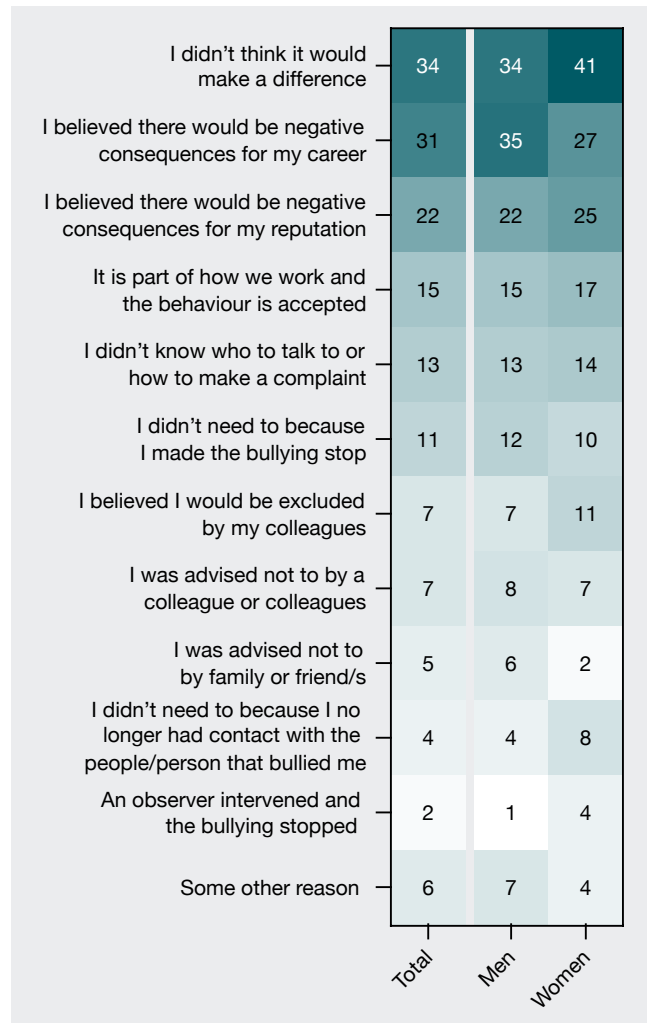
Those who reported the most recent incident of bullying were asked if there were any consequences for them. One in five employees said that there were no consequences (21%) and one in five said that the bullying stopped (20%). Employees in Australia were more likely to report that there were no consequences for them (39% compared to 21% of Gold Fields employees overall). There were no other statistically significant differences by region.

Those who chose not to report the bullying were asked why that was the case. As outlined in Figure 39, the main barriers to reporting bullying were:

- ▶ 'I didn't think it would make a difference' (34%);
- ▶ 'I believed there would be negative consequences for my career' (31%) and
- ▶ 'I believed there would be negative consequences for my reputation' (22%).

Employees in Australia (43%) were more likely to answer, 'I didn't think it would make a difference' while those in the Americas (19%) were less likely to give that reason when compared with the total (34%). Employees in Ghana (53%) were more likely to 'Believe there would be negative consequences for my career' (compared with 31% of Gold Fields employees overall).

Just under one in three respondents (29%) indicated that they were extremely satisfied with the action taken to address their complaint, while one in four were neutral (24%) or not satisfied at all (25%).



**Figure 39:** Reasons for not reporting bullying incident by gender (%). *B\_NOT\_REP*. People decide not to seek support or make a complaint for many different reasons. What are the reasons you did not report the bullying? Base: Did not report the bullying incident. Total (n=712), Men (n=446), Women (n=203).

# 4. Systems, policies, and processes to support a safe, respectful, and inclusive culture

## Sexual harassment

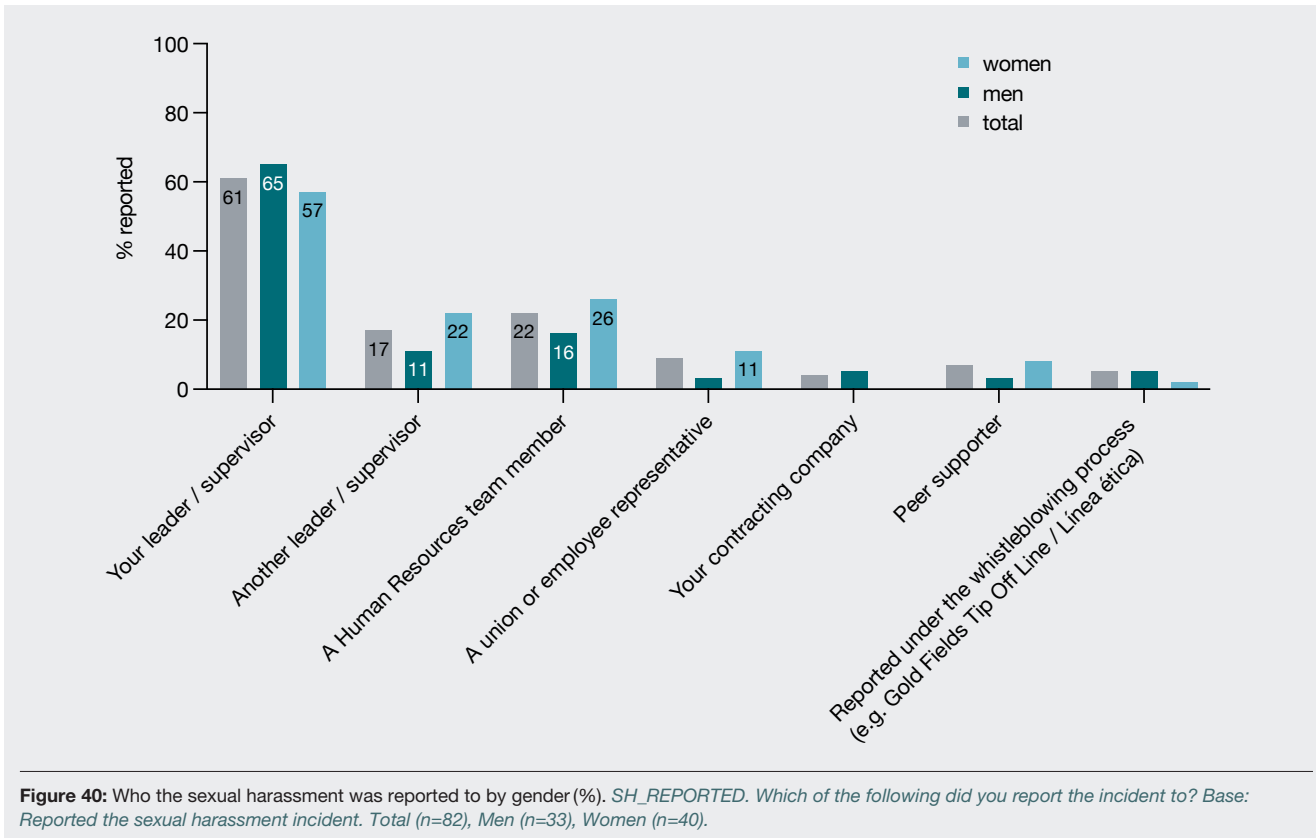
Only approximately one in four respondents (24%) made a report or complaint (formal and / or informal) about an incident of sexual harassment. The low rate of reporting is consistent with other workplace surveys, including other mining companies.<sup>53</sup>

Of those that made a report, the majority of respondents (61%) reported the incident to their leader or supervisor, as shown in Figure 43 below. Just over one in five reported the incident to a Human Resources team member. No differences were observed by gender and there were no statistically significant differences by region as a result of the small sample size.

More than one in three respondents (35%) were not satisfied at all with the overall complaints process. Just over one in four respondents (27%) were extremely satisfied.

Just under two in five (38%) reported the incident on the same day or next working day, while one in five (22%) reported it within 1 to 3 months. More than two thirds (68%) indicated that their complaint had been finalised at the time of completing the survey. Of these, almost one in two (49%) respondents indicated that their complaint was finalised either on the same working day or next working day. A small number of respondents (5%) indicated that it took more than 12 months for their complaint to be finalised.

Respondents whose complaint was finalised at the time of completing the survey were asked how often they had received updated information about the progress of their complaint. More than two in five (46%) were updated often or regularly about the status of their complaint. On the other hand, 13% said that they were only updated at the conclusion of the complaint process and 11% were never updated.



53 Elizabeth Broderick & Co (2022) 'Report in Workplace Culture at Rio Tinto', at <https://www.riotinto.com/news/releases/2022/Rio-Tinto-releases-external-review-of-workplace-culture>

## 4. Systems, policies, and processes to support a safe, respectful, and inclusive culture

Survey respondents were asked what actions were taken against the perpetrator as a result of their complaint. The most reported action on the perpetrator following the complaint was ‘they were disciplined’ (31%), followed by ‘they were informally spoken to’ (16%).

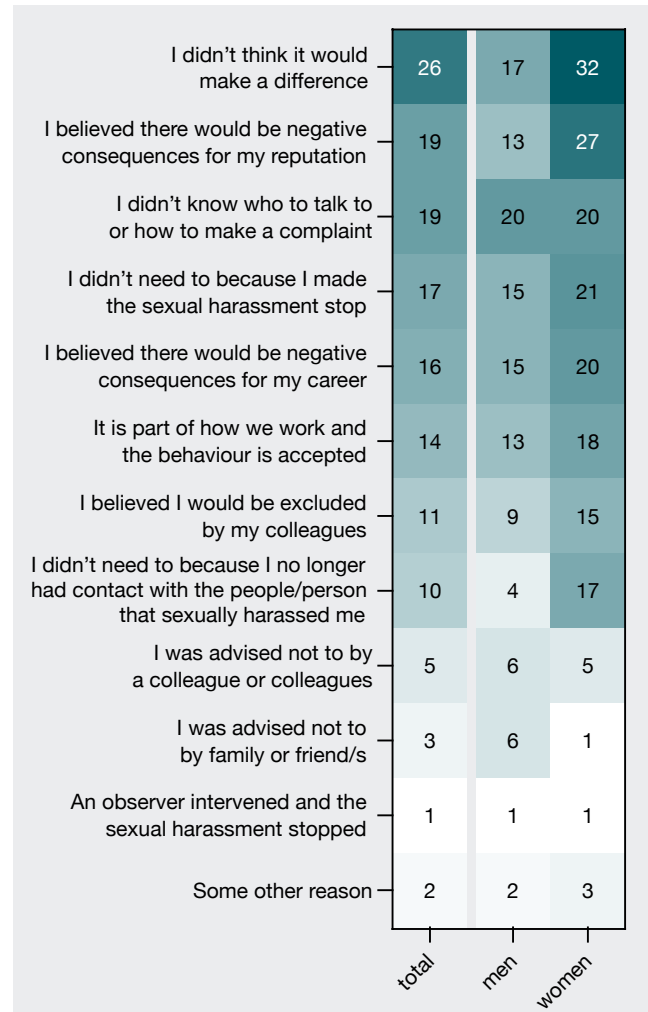
Those who reported the most recent incident of sexual harassment were asked if there were any consequences for them. The most common consequences were:

- ▶ ‘Your employer apologised for failing to prevent the sexual harassment’ (26%);
- ▶ ‘The sexual harassment stopped’ (23%);
- ▶ ‘You received positive feedback for making the complaint’ (17%); and
- ▶ ‘There were no consequences for you’ (17%).

Those who chose not to report the sexual harassment were asked why that was the case. Figure 41 shows the main barriers to reporting sexual harassment were:

- ▶ ‘I didn’t think it would make a difference’ (26%);
- ▶ ‘I believed there would be negative consequences for my reputation’ (19%); and
- ▶ ‘I didn’t know who to talk to or how to make a complaint’ (19%).

Almost two in five respondents (39%) indicated that they were extremely satisfied with the action taken to address their complaint, while one in five were not satisfied at all (22%).

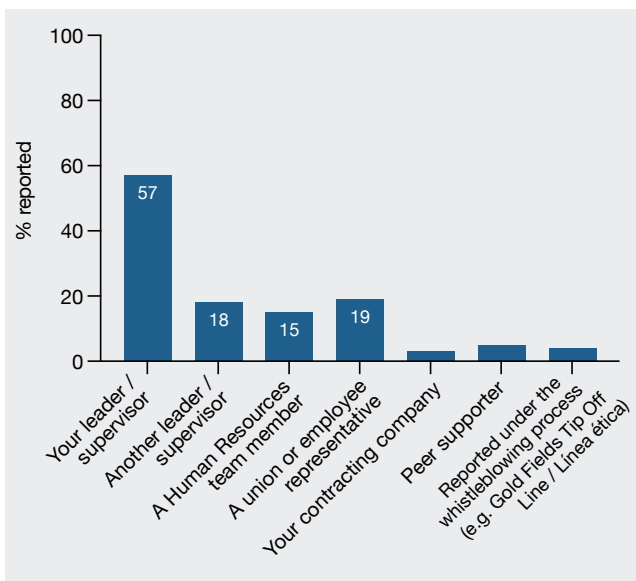


**Figure 41:** Reasons for not reporting sexual harassment incident by gender (%). SH\_NOT\_REP. People decide not to seek support or make a complaint for many different reasons. What are the reasons you did not report the sexual harassment? Base: Did not report the sexual harassment incident. Total (n=201), Men (n=66), Women (n=115).

# 4. Systems, policies, and processes to support a safe, respectful, and inclusive culture

## Racism

Only a minority of respondents made a report or complaint (formal and/or informal) about the most recent incident of racism that they experienced (16%). Respondents most commonly indicated that they reported the incident to their leader or supervisor (57%), although approximately one in five said that they reported it to a union or employee representative (19%), or another leader or supervisor (18%), as shown in Figure 42.



**Figure 42:** Who the racism was reported to (overall) (%). *R\_REPORTED*. Which of the following did you report the incident to? Base: Reported the racism incident Total (n=64).

More than two in five (44%) reported the incident on the same day or next working day, while one in ten (10%) reported it more than 6 months later. More than two in five (44%) indicated that their complaint had been finalised at the time of completing the survey. Because of the small proportion of respondents who stated that their report had been finalised, the sample was too small for the Review team to report on many of the follow-up questions such as action taken against the perpetrator and satisfaction with the outcome. When asked if there were any consequences of making a report for them, however, the most common consequences were:

- ‘Your employer apologised for failing to prevent the racism’ (23%)
- ‘There were no consequences for you’ (18%)
- Only 3% of employees reported that the racism stopped.

Those who chose not to report the racism were asked why that was the case. Figure 43 shows that the main barriers to reporting racism, disaggregated by gender, were:

- ‘I didn’t think it would make a difference’ (37%);
- ‘I believed there would be negative consequences for my career’ (24%);
- ‘I believed there would be negative consequences for my reputation’ (20%);
- ‘It is part of how we work and the behaviour is accepted’ (19%); and
- ‘I didn’t know who to talk to or how to make a complaint’ (18%).

Almost three in ten (29%) were not satisfied at all with the overall complaint process, while just over one in ten respondents (11%) were extremely satisfied.

I didn't think it would make a difference	37	37	47
I believed there would be negative consequences for my career	24	26	23
I believed there would be negative consequences for my reputation	20	20	27
It is part of how we work and the behaviour is accepted	19	18	20
I didn't know who to talk to or how to make a complaint	18	19	17
I believed I would be excluded by my colleagues	12	12	16
I was advised not to by family or friend/s	8	10	1
I was advised not to by a colleague or colleagues	7	8	5
I didn't need to because I made the racism stop	7	7	8
I didn't need to because I no longer had contact with the people/person that were/was racist towards me	5	5	5
An observer intervened and the racism stopped	2	2	5
Some other reason	3	4	1
	total	men	women

**Figure 43:** Reasons for not reporting racism incident by gender (%). *R\_NOT\_REP*. People decide not to seek support or make a complaint for many different reasons. What are the reasons you did not report the racism? Base: Did not report the racism incident. Total (n=279), Men (n=175), Women (n=85).



# 4. Systems, policies, and processes to support a safe, respectful, and inclusive culture

## 4.2.2 What they told us

Echoing the survey data insights, some Review participants shared that they would readily report an incident of harm such as sexual harassment, bullying or racism. Many stated that they had seen a significant improvement in recent years and that, when they had reported an incident, the response had been effective and that they were aware of the reporting options available to them:

*Bullying and inappropriate comments were occurring at [this site]...I wasn't hopeful anything would be done, but the investigation was adequate and perpetrator was moved.*

*Everyone here is aware of the reporting processes and are comfortable to use them.*

*Victimisation following reporting is a lot better than it used to be.*

*The reporting process is trusted.*

*[As a contractor] I've seen positive change in reporting lines. Now the reporting channel is through Gold Fields instead of individual contractors.*

*I would feel comfortable reporting disrespectful behaviour to my managers or HR.*

*I would use the tip-off line because I would feel safe with that.*

“ In my experience, reports are taken seriously. ”

*I have confidence in the reporting lines, and even in direct discussions with my manager.*

Others expressed a reluctance to report incidents for a range of reasons, primarily fearing the loss of employment. Many shared that they would not feel comfortable or confident using the 'Ethics Line' to report harmful behaviour, or to go to Human Resources to discuss an issue. These fears were particularly pronounced for contractors because of the insecurity of their employment arrangements:

*I am just going to make things worse for myself if I report.*

“ Reporting leads to scapegoating and victimisation. ”

*When you report, you fear the person [who harmed you] losing their job. Maybe more warnings would be better, but would it stop the behaviour?*

*We wouldn't use the reporting hotline. I'm sure it would come back to me if I used it.*

*There is a lack of confidentiality.*

*...I don't want reporting to affect my job, so I didn't report the sexual harassment of me. I would be seen as someone who created problems.*

“ I wouldn't use the 'Ethics Line' because I don't know how anonymous it really is. I have heard they are not empathetic. They would minimise my experience and case. ”

*The office is very small and makes reporting issues difficult.*

*We don't believe complaints will be handled impartially.*

## 4. Systems, policies, and processes to support a safe, respectful, and inclusive culture



I don't feel safe to report. The minute I report the next day I'll be out of the gate. That's the culture of Gold Fields. You don't talk.



*I would never report anything. There's not one person in the Corporate Office I would feel safe enough to go to. I'd possibly use the hotline. People are wary of the hotline though. People are worried about being tracked and found out and worried about repercussions.*

*I would never report anything as a contractor because I would lose my job.*

Some participants described a lack of confidence in the reporting system or a lack of awareness about reporting options:

*There is nowhere confidential to report. It would be good to have somewhere to go to get support.*



We are not clear on the procedures/options for reporting issues.



*I am not sure how confidential the reporting line is. People have found out when others report through that line.*

Some participants described experiencing negative consequences when they had reported an incident:

*I made a report to HR and nothing happened. I was penalised for speaking my mind.*

*When a report was made about the managers for their bullying, there was retribution. The managers tried to find out who reported them.*

The confidence that people have in the reporting and complaints processes is a strong marker of the extent to which harmful behaviour is normalised in an organisation. Action, accountability and transparency in response to harmful behaviour plays a critical role in building a safe reporting culture. As the same time, knowledge of the experience that people have in making a report or complaint is also a key factor in whether people choose to report.

As such, the way in which an organisation handles a reported incident of harmful behaviour can have significant impacts not only on the victim or person making the report, but also on the alleged perpetrator and the organisation. Providing a range of options for people, including confidential and anonymous options to access support and advice, is key to ensuring that people can heal from an experience of harmful behaviour and continue to contribute as a productive employee.

### 4.3 Strengthening the policy framework

#### 4.3.1 Introduction

Policies play an important role as part of a holistic strategy to build and maintain positive workplace culture and eliminate risks of harm<sup>3</sup>. Good policy should act as a cornerstone of good governance<sup>4</sup>, to build and maintain environments where harmful behaviour is not tolerated, and where the risks of bullying, racism and sexual harassment can be prevented.

The survey data and insights from listening sessions show that, for people who experience harmful behaviour, there is low confidence in the protections, support and options in the current policy framework. The Review team also heard that policies and standards are not consistently applied across all parts of the workforce.

From EB & Co's desktop review of policies and engagement with individuals in Gold Fields, it is evident that there is opportunity for the relevant policy framework to be strengthened.

## 4. Systems, policies, and processes to support a safe, respectful, and inclusive culture

The Review team undertook an analysis of the following group/corporate policies:

- ▶ Sexual harassment Policy
- ▶ Harassment Policy
- ▶ Policy on Racism (Provided for Ghana only)
- ▶ Disciplinary and Grievance Policy
- ▶ Workplace Behaviour Policy
- ▶ Diversity Policy
- ▶ Gender Diversity Policy

EB & Co recommends simplifying the global policy framework to create one overarching policy that addresses all harmful behaviours such as bullying, racism and sexual harassment. The overarching global framework should adhere to the following best practice principles, with regional policies also reflecting the same standards. EB & Co notes that the Code of Conduct primarily addresses business conduct issues such as fraud and conflict of interest and does not specifically address harmful behaviour. It is recommended that Gold Fields integrates expected standards of behaviour and conduct for all employees into the Code of Conduct.

### 4.3.2 Assessment of policies addressing harmful behaviours

The practice criteria set out below have been drawn from a review and consideration of relevant literature and recent workplace culture reviews, as well as current leading policy and guidelines.<sup>54</sup> In assessing the current Gold Fields policies against these criteria, the Review team found that there are several areas of the policy framework requiring strengthening.

These include:

- ▶ A clear articulation of the leadership commitment to end all forms of harmful behaviour and the role and responsibilities of leaders and managers;
- ▶ A focus on prevention and the actions being taken by the organisation, as well as the role and responsibilities of all managers and employees in addressing harmful behaviour;
- ▶ Provision of a range of options for those who are impacted by harmful behaviours, including confidential and anonymous options to access support and care, or seek advice for early intervention;
- ▶ Provision of ongoing support for employees, regardless of whether they pursue a formal investigation;
- ▶ A commitment to a person-centred approach to resolution of complaints; and
- ▶ Using framing and language that is person-centred and approachable to ensure understanding and accessibility by all workplace participants.

The full assessment of policies is available at Appendix B.

Policies should also include a recognition that power imbalances and inequality are key drivers of bullying, racism and sexual harassment in workplaces that place women and other marginalised people at additional risk. The resources sector has inherent risk factors specific to the industry which may contribute to a heightened risk of harm to workers. These need to be considered when developing policy frameworks. Risk factors include:<sup>10</sup>

- ▶ Low worker diversity e.g. the workforce is dominated by one gender, age group, race or culture.
- ▶ Power disparities where one gender or cultural group holds most of the management and decision-making positions.

54 Australian Human Rights Commission "Respect@Work: Sexual Harassment National Inquiry Report" 5 March 2020 at <https://humanrights.gov.au/our-work/sex-discrimination/publications/respectwork-sexual-harassment-national-inquiry-report-2020>; Australian Human Rights Commission "Set the Standard: Report on the Independent Review into Commonwealth Parliamentary Workplaces" 30 November 2021 at <https://humanrights.gov.au/set-standard-2021#:~:text=The%20report%20has%20been%20tabled,and%20others%20forms%20of%20support,> Australian Institute of Company Directors "A director's guide to preventing and responding to sexual harassment at work" 1 January 2021 at <https://www.aicd.com.au/organisational-culture/business-ethics/change/directors-guide-to-preventing-and-responding-to-sexual-harassment-at-work.html>; Champions of Change Coalition "Disrupting the System: Preventing and Responding to Sexual Harassment in the Workplace" September 2020 at <https://championsofchangecoalition.org/resource/disrupting-the-system/>; Foster, S. "Review of the Parliamentary Workplace: Responding to Serious Incidents *Australian Government Department of the Prime Minister and Cabinet* 4 June 2021 at <https://www.pmc.gov.au/sites/default/files/resource/download/review-parliamentary-workplace-responding-serious-incidents-final.pdf>; Community Development and Justice Standing Committee, West Australian Parliament "ENOUGH IS ENOUGH: Sexual harassment against women in the FIFO mining industry" June 2022 at [https://www.parliament.wa.gov.au/Parliament/commit.nsf/\(Report+Lookup+by+Com+ID\)/EF1DF1A3F5DF74A848258869000E6B32/\\$file/20220621%20-Report%20No%202.pdf](https://www.parliament.wa.gov.au/Parliament/commit.nsf/(Report+Lookup+by+Com+ID)/EF1DF1A3F5DF74A848258869000E6B32/$file/20220621%20-Report%20No%202.pdf); Elizabeth Broderick & Co "Report into Workplace Culture at Rio Tinto", p.50, 2021 at <https://www.riotinto.com/-/media/Content/Documents/Sustainability/People/RT-Everyday-respect-report.pdf>; Safe Work Australia "Preventing workplace sexual harassment: National guidance material" January 2021 at <https://www.safeworkaustralia.gov.au/sites/default/files/2021-06/Guide%20for%20preventing%20workplace%20sexual%20harassment.pdf>; Safe Work SA "Sexual harassment, discrimination and violence in mines" at [https://www.safework.sa.gov.au/industry/mining-and-quarrying/sexual-harassment,-discrimination-and-violence-in-mines#\\_ftn1](https://www.safework.sa.gov.au/industry/mining-and-quarrying/sexual-harassment,-discrimination-and-violence-in-mines#_ftn1); *Work Health and Safety Act 2011*; University of Melbourne "Sexual Misconduct Prevention and Response Policy" 2022 at <https://policy.unimelb.edu.au/MPF1359>; Victorian Equal Opportunity & Human Rights Commission "Guideline: Preventing and responding to workplace sexual harassment" August 2020 at <https://www.humanrights.vic.gov.au/resources/sexual-harassment-guideline/>

## 4. Systems, policies, and processes to support a safe, respectful, and inclusive culture

- ▶ Workplaces organised according to hierarchical structures.
- ▶ A normalised culture of incivility, and/or one that supports or tolerates sexual harassment, including where lower level (but still harmful) forms of harassment are accepted. For example, small acts of disrespect and inequality are ignored and reports of sexism, racism or inappropriate behaviours are not taken seriously. This conduct can escalate to other forms of harassment, aggression and violence.
- ▶ Use of alcohol in a work context, during attendance at conferences and social events as part of work duties, including overnight travel and at FIFO accommodation.
- ▶ Workers are isolated, working from remote locations with limited supervision or managerial visibility, and have restricted access to help and support networks.
- ▶ Facilities that are not conducive to physical safety from harassment.
- ▶ Transient, contractor or FIFO workforce that can affect consistent application of workplace behavioural expectations.
- ▶ Multiple contractors and sub-contractors which can dilute reporting lines and confuse reporting mechanisms.
- ▶ Limited job control and job insecurity as a result of contractual or casual basis of employment.
- ▶ Lack of training and poor understanding among workplace leaders on the drivers and impacts of bullying, racism and sexual harassment, as well as lack of knowledge on managing psychosocial risks and hazards.

### *Policy assessment criteria*

#### **Policy objectives and application**

1. Does the policy apply broadly to all workplace participants including employees, contractors, clients and customers?
2. Is there a stand-alone policy or policies on bullying, racism and sexual harassment that is easily accessible to employees, at all levels and from a variety of access points? I.e. Is it written in 'plain English' or local language/s and tailored to employees who may be more vulnerable to harmful behaviour? Is there a quick guide that people can access for immediate advice?
3. Does the policy include a company-wide leadership statement communicating 'zero tolerance' of bullying, racism and sexual harassment, as well as a leadership statement committing to the elimination of bullying, racism and sexual harassment within the company? Are these statements communicated across multiple, accessible platforms?
4. Does the policy define bullying, racism and sexual harassment clearly and in line with the relevant laws (if applicable) in the region and state that bullying, racism and sexual harassment are both unacceptable and unlawful? Is there reference to international standards and human rights, including the International Labour Organisation (ILO) convention 190 that upholds the right of everyone to a workplace environment free from violence and harassment?
5. Does the policy provide concrete and relevant examples to demonstrate:
  - a) the range of behaviours that may constitute bullying, racism and sexual harassment;
  - b) who can experience these behaviours; and
  - c) the contextual factors and circumstances in which these behaviours may occur in the workplace?

## 4. Systems, policies, and processes to support a safe, respectful, and inclusive culture

### Prevention

6. Does the policy set out actions being taken by the company to prevent bullying, racism and sexual harassment, as well as on racial and gender equality more broadly? Does the company clearly state its stance that everyday disrespect and sexism will not be tolerated?
7. Does the policy mandate compulsory training on bullying, racism and sexual harassment for leadership, management and all employees?

### Reporting and support

8. Is there clear and specific information on where individuals who experience bullying, racism and sexual harassment can get help, support and advice that is confidential, culturally safe and inclusive, both internally and externally (support should be available and provided regardless of whether someone chooses to pursue a formal report or complaint)?
9. Does the policy explain the multiple access points for formal, informal and anonymous reporting? Is reporting from bystanders encouraged and supported? Does the policy make provision for historical complaints?

### Response

10. Does the policy set out and provide guidance on the responsibility of managers and leaders on:
  - a) prevention and early intervention of bullying, racism and sexual harassment?
  - b) responding to disclosures of bullying, racism and sexual harassment in trauma-informed, culturally safe and appropriate ways?
  - c) being an active bystander?
11. Does the policy clearly explain:
  - a) the options for dealing with harmful behaviour?
  - b) that, as far as possible, the company will prioritise the wishes of the person impacted, rather than company legal risk mitigation?
  - c) the circumstances in which the company will be obliged to act even if the person impacted does not want to act?

### Resolution

12. Does the policy clearly set out the following:
  - a) expectations with regards to timeliness of responses to complaints and process updates for both parties?
  - b) principles of procedural fairness and natural justice to be met during the complaint/investigation process?
  - c) that vexatious complaints are prohibited, though are rarely made?
  - d) potential outcomes of a complaint?
  - e) potential consequences if the policy is breached, ranging in implication and severity?
  - f) steps that will be taken to respond to offenders?
  - g) that victimisation of parties involved in the complaint or investigation process is prohibited, including disciplinary?
  - h) consequences for anyone engaging in such behaviour?
13. Does the policy articulate the following:
  - a) expectations on all parties to keep details of the complaint confidential during the investigation (with the exception of accessing support services)?
  - b) commitment to protect the identity and privacy of those impacted?
  - c) the company's commitment to transparency, including providing de-identified examples of complaint outcomes and, where appropriate, disclosure of details of the rank or position of high-profile offenders?
14. Does the policy provide reasons or circumstances where the company may not be able to investigate or resolve a complaint? Does it outline options to seek redress externally in this circumstance? Does it make clear that ongoing support will be provided to all persons who make a report?

### Policy review

15. Does the policy provide a timeline for review of harmful behaviour policies and processes?



## 4. Systems, policies, and processes to support a safe, respectful, and inclusive culture

### 4.3.3 Policy implementation, training and education

Implementation of policies should be accompanied by a comprehensive and ongoing training and education program for all employees and contractors. These efforts must be backed by strong leadership that contributes to cultures that prevent harmful behaviour. Strong leadership of this kind is even more critical in an organisation where workers are dispersed across many regions and sites and employed on a contractual or temporary basis.

The Review heard that, across some sites, training on respectful workplace behaviour was limited to induction. Where sexual harassment or bullying training had been offered, it was often a once-off, and did not reach all workplace participants, including contractors. By contrast, some sites – including in Australia and the Americas – have initiated more sustained discussions of respectful workplaces which were well received by Review participants. Despite these positive developments, the Review team found that the lack of understanding of sexual harassment in the workplace was a significant concern, signalling the need for a new approach to training and education on sexual harassment.

Best practice features of training on respectful workplaces include:

- ▶ Training should be designed by experts, tailored or the relevant workforce based on a needs analysis and designed with input from workers.
- ▶ High levels of participation are essential, at all levels within the workplace, and appropriate training should be tailored for different cohorts to maximise attendance and participation.
- ▶ Participation should be mandated for all workers, including leaders.
- ▶ Training should be delivered by credible experts, ideally in 'live' face-to-face or virtual sessions – although there can also be value in using on-demand online and other innovative digital methods to facilitate training. Training should require active participation and encourage discussion, self-reflection and questions.
- ▶ Training should be regularly evaluated through user feedback and independent evaluation to ensure currency, relevance and effectiveness. Feedback from participants and presenters should be collected and used to direct ongoing improvement and development of the training.

# 5. Conclusion and recommendations

## 5.1 Conclusion

EB & Co commends Gold Fields for initiating this independent external review and for allowing the Review team access to its people, sites and data. This Report provides Gold Fields with an objective, evidence-based understanding of the lived experiences of its people.

As this Report has shown, there are many positive aspects of the culture of Gold Fields across its sites and locations. Working for Gold Fields is a source of considerable pride for many. Equally, workers share a deep commitment to a safety culture and are proud to uphold this Gold Fields value. This was evidenced by the high participation rates in this independent Review. Employees and contractors alike want Gold Fields to be a safe workplace for everyone. However, as identified in this report several areas require immediate attention. Without committed, focussed and sustained action to strengthen these areas of concern, Gold Field's workplace culture will likely have negative and harmful individual and organisation-wide impacts.

The findings of this Review should not be reason for the community to have reduced faith in Gold Fields as a successful gold mining company. The most important driver of change is the will for action. The Review team has been encouraged by the appetite and capacity for change revealed in its consultations with workers at Gold Fields, including some in leadership roles. This Review provides an opportunity for Gold Fields to recognise and take advantage of the momentum for change; to improve its culture; and to ensure that its workplaces, wherever they may be, are safe, respectful and inclusive.

There are already changes and interventions underway in many parts of the business, particularly at a regional level following the site visits from EB & Co. The Review team welcomed the acceptance of these early suggestions for change by regional leaders and strongly encourages them to continue implementation alongside the broader implementation of the recommendations set out below.

The recommendations in this Report are drawn largely from the voices of Gold Fields workers – their lived experiences, their observations, views and opinions. They are also drawn from the advice of leaders within the organisation, relevant documents and data, as well as evidence based and promising practices from other contexts. A number of the recommendations have expanded on localised suggestions and now adopt a global context, where appropriate.

These recommendations provide a blueprint for Gold Fields to build on and strengthen its existing strategies to improve culture. They have a focus on improving leadership capability; prevention and early intervention regarding harmful behaviour, including strengthening education and training; building psychological safety; and improving reporting processes to create safer reporting environments. The recommendations also include actions for monitoring and evaluating progress on cultural reform.

# 5. Conclusion and recommendations

## 5.2 Recommendations

The recommendations of the Review seek to address the risk factors identified through the insights gathered from the listening sessions and survey. The recommendations are based on the fundamental premise that harmful behaviours are not only unacceptable, but ultimately preventable. Psychological safety is a core theme across all recommendations. Targeted and thoughtful steps are required to build a culture where people feel safe to speak up and also feel confident that remedial action will be taken without negative consequences for them.

### 5.2.1 Inclusive and Committed Leadership

#### Why it matters

The oversight of culture is a growing priority in any organisational Boardroom. The Board of an organisation plays a critical oversight role in the shaping of culture. Senior leaders (ExCo) have a responsibility to drive and champion cultural reform; prevent and properly manage incidents of harm; create psychologically safe workplaces; encourage and support workers to report incidents of harmful behaviour and hold those who are found to have perpetrated this behaviour to account. Members of a Board should visibly and actively model positive behaviours and build teams based on inclusion, safety and respect. They should be exemplars of the respectful behaviours they are asking others to demonstrate.

The Board, CEO and ExCo of Gold Fields should therefore issue clear statements which articulate their understanding of the case for change, signalling their personal acceptance of the Report's recommendations and their determination to see those recommendations implemented. This visible and transparent commitment will start to engender trust across Gold Fields in the organisation's commitment to an inclusive, safe and respectful place for everyone.

While senior leaders are ultimately responsible for setting the tone and evolving the culture of their teams, leaders at all levels are key to ensuring that Gold Fields lives its values. Those leaders in middle management are the 'keepers' of the culture, the leaders who have the direct day to day interaction with workers. What they say and do matters.

As such, they should be equipped with appropriate people management skills and visibly demonstrate the Gold Fields values in action as they lead their teams. In recruitment and promotion processes, candidates for leadership roles should prioritise strong people management skills, including an ability to create diverse workplaces and to respond appropriately to unacceptable behaviour. This requirement is in addition to their subject matter expertise.

The oversight and responsibility for the implementation of the recommendations should rest with the Gold Fields Board, CEO and ExCo. Responsibility for advancing cultural change should also be embedded into ExCo's performance metrics. For cultural change to be sustainable for the long term, however, buy-in from all leaders and workers across Gold Fields is required. Embedding cultural change can be facilitated through an ongoing forum or taskforce where leaders can obtain advice from people 'on the ground' and act accordingly.

#### Recommendations

1. Gold Fields Board, CEO and the Executive Committee (ExCo) should take responsibility for cultural change, including the implementation of the recommendations contained in this Report. These responsibilities should be embedded into performance metrics.
2. Gold Fields should invest in specialist Diversity, Equality and Inclusion expertise and capability at a senior level across the regions, to guide the implementation of the recommendations of this Report and to co-ordinate the cultural change process.
3. The Board, CEO and ExCo should provide to the workforce (employees and contractors) a signed statement that:
  - ▶ commits to a whole of organisation safe, respectful and inclusive workplace, including preventing and addressing sexual harassment, bullying, racism, other forms of discrimination and a lack of psychological safety in all of Gold Fields workplaces;

## 5. Conclusion and recommendations

- ▶ presents the case for change for a safe, healthy and positive workplace;
- ▶ identifies their commitment to overseeing and implementing the recommendations in this Report; and
- ▶ includes their personal reflections on the lived experiences contained in this Report.

4. The ExCo should implement the Leadership Shadow<sup>55</sup> or a similar initiative, and cascade through the organisation to all levels of management. As part of the Leadership Shadow or a similar initiative, leaders should develop personal leadership action plans, with annual facilitated discussions to enable feedback and reflection on progress. The CEO should appoint an independent, specialist coach to work with each member of ExCo and the group to assist them to:

- ▶ implement their personal leadership action plans; and
- ▶ foster a culture of respect for difference among colleagues and other team members, including in relation to decision-making.

5. Leaders at all levels should:

- ▶ be held accountable for the culture, health and wellbeing of their teams;
- ▶ initiate regular, informative dialogue with their teams about the importance of the case for change, why a positive organisational culture matters and the benefits of gender equal and diverse workplaces;
- ▶ be aware of their obligations and responsibilities in relation to preventing and addressing harmful behaviours in Gold Fields workplaces;
- ▶ take informed and appropriate action on incidents and reports of harmful behaviours;
- ▶ effectively coach, engage in two-way dialogue and conversations, and give and receive feedback from workers, in ways that create psychological safety for workers and teams;

- ▶ build and manage the diversity, inclusion, and wellbeing of teams, including through regular 'team health checks' and/or surveys; and
- ▶ hold to account those who are responsible for action, but who fail to take appropriate action in relation to reported harmful behaviour.

6. Leaders should be provided with the capability and practical skills to address harmful behaviour as soon as it occurs or is reported and then provide appropriate support. This includes:

- ▶ ensuring that they have access to expert training and education in inclusive and adaptive leadership and how to demonstrate a zero-harm approach to bullying, sexual harassment, racism and other forms of discrimination;
- ▶ ensuring that the prevention and response to bullying, sexual harassment and racism is embedded in all training, induction and other relevant materials, including for new recruits and trainees in all training environments;
- ▶ ensuring that leaders can recognise and respond appropriately to bullying, sexual harassment and everyday sexism, racism and other forms of discrimination.

7. Recruitment and promotion practices for leadership roles, in addition to subject matter expertise, should ensure that appointed leaders have demonstrated people management capabilities, including the capacity to:

- ▶ build and sustain diverse, inclusive, respectful and psychologically safe workplaces; and
- ▶ prevent and respond to harmful behaviours in their workplace.

<sup>55</sup> The Leadership Shadow, developed by Champions of Change Coalition and Chief Executive Women, is a simple management model to reflect on personal leadership on inclusion across four quadrants: What I say; How I act; What I prioritise and; What I measure. See <https://championsofchangecoalition.org/the-leadership-shadow/>

# 5. Conclusion and recommendations

8. The CEO and ExCo should select a targeted group of no more than 20 people from across the organisation and at different leadership levels to assist with the cultural change process, including the implementation of the recommendations contained in this Report (the Cultural Change Council). The Cultural Change Council should:
  - ▶ be chaired by the CEO;
  - ▶ be gender-balanced and have diverse representation from across all Gold Fields locations;
  - ▶ include leaders who are champions of reform and/or are in positions of influence from across operational and functional areas and geographic locations.

## 5.2.2 Prevention and Early Intervention

### Why it matters

The existence of sexual harassment, bullying, racism and other forms of discrimination calls for the Gold Fields zero-harm approach to risk and injury to contemplate and incorporate risk of psychological harm. There is an opportunity for Gold Fields to utilise its mature risk assessment and management processes to identify and address psycho-social hazards and risks associated with harmful behaviour as safety risks. Psychological safety and workers' willingness to speak up is a key preventative control mechanism for bullying, sexual harassment, racism and other forms of discrimination.

An effective global training and education program delivered by independent experts should be consistently rolled out and include a focus on the role of active bystanders/upstanders. The training should be developed with culturally appropriate input and advice from diverse groups, including First Nations and culturally and linguistically diverse communities in countries where Gold Fields operates.

## Recommendations

9. Gold Fields should:
  - ▶ utilise its risk assessment and management processes to identify and address hazards and risks associated with harmful behaviour as safety risks, including risks to psychological safety; and
  - ▶ ensure that psychological safety and workers' willingness to speak up is incorporated as a key preventative control mechanism for bullying, sexual harassment, racism and other forms of discrimination, and is measured through the people engagement survey.
10. Gold Fields should provide global specialist education across the organisation that is responsive to diverse groups, culturally appropriate, tailored to local contexts, trauma informed and:
  - ▶ Identifies the capability advantage of a diverse workforce and inclusive culture, particularly at leadership levels;
  - ▶ provides evidence-based information on the case for change and the importance of a positive and healthy culture;
  - ▶ is designed to raise awareness of the nature and impacts of bullying, everyday sexism, sexual harassment, racism and other forms of discrimination;
  - ▶ has a strong focus on prevention, appropriate responses and support options, as well as the role of the bystander/upstander; and
  - ▶ is embedded in all induction, safety training and other relevant materials for all employees, particularly trainees, apprentices and graduates.



# 5. Conclusion and recommendations

**11.** In recognition of the vulnerability of young trainees and apprentices, Gold Fields should review training practices at all locations, recognising that trainers are key to influencing new and existing employees in relation to workplace culture. This review should be designed to ensure that all trainers are:

- ▶ role modelling Gold Fields values, respectful attitudes and behaviours; and from the outset of their employment at Gold Fields; and
- ▶ Embedding a respectful and zero harm culture in the workplace.

**12.** Gold Fields should review and revise all policy frameworks with a view to creating a simplified global framework for all harmful behaviours, including sexual harassment, bullying and racism. The overarching global framework should adhere to the best practice principles set out in this Report and regional policies should also reflect the same standards.

## 5.2.3 Dignity and Human Rights at Work

### Why it matters

Dignity and human rights at work is at the core of belonging and inclusion. The Review team heard that, in some locations, the dignity and human rights of workers was not always upheld, including the unequal treatment of contractors. For example, the unequal car park access at South Deep; unequal access to health care when sick at Ghana; unequal access to frequency and quality of meals; and reinforcing standards with business partners about women's employment, including maternity leave. Addressing these immediate disparities will ensure that contractors are seen and treated as respected and valued workers within the Gold Fields enterprise.

Women's access to appropriate, inclusive and safe facilities and inclusive PPE is an important symbol of their belonging in the workplace. The lack of access to such facilities can compromise women's health and wellbeing, as well as their dignity.

Further, ensuring that sites are safe and inclusive, especially for women, with a particular focus on lighting, security, the wet and dry messes and the gym, is a matter of safety, dignity and belonging in the workplace. Safe transport to and from work is also a key aspect of women's safety and belonging at work.

The Review team also observed the low representation of women, Black people, People of Colour and people from a culturally and linguistically diverse background in leadership and key operational roles. Whilst Gold Fields has increased efforts to enhance diversity in these roles, an accelerated effort is required. This is important for the organisation to benefit from the full talent pool, but also to send a strong message that Gold Fields is a place where all people can thrive, regardless of their background.

### Recommendations

**13.** Senior leaders should engage, through listening forums, with business partners and contract staff to obtain a deeper understanding of their lived experience of working at Gold Fields.

**14.** Gold Fields should incorporate in all contracting arrangements with business partners, access to all harmful behaviour data involving Gold Fields employees, with a view to Gold Fields developing appropriate interventions.

**15.** Gold Fields should audit all facilities (including ablution, accommodation, recreation and transport to and from work) and PPE to ensure safety, inclusion, respect and dignity for all employees and contractors. Guidelines should be developed in consultation with those using the facilities and consider the needs of people of all genders, racial diversity, sexual orientation, religion and accessibility needs. As a priority, Gold Fields should identify and remedy any facilities at sites, FIFO, or other locations found to be unsafe, particularly for women, or which are inappropriate or unhygienic for women's personal needs during their time at work.

# 5. Conclusion and recommendations

16. Structural barriers experienced by women, Black people, People of Colour, people from culturally and linguistically diverse backgrounds and people from other minority groups seeking appointment or promotion into operational and leadership roles should be regularly monitored, reviewed, and addressed. This includes through the interrogation of disaggregated recruitment and promotion data.

## 5.2.4 Person-Centred Responses

### Why it matters

While prevention is critical to addressing the risk of harm in the workplace, person-centred and trauma-informed responses are crucial to ensuring that workers feel confident to report harmful behaviour, that they are supported, and that appropriate action is taken. This is also important for preventing unacceptable behaviour from reoccurring. Providing an option to make confidential disclosures and reports without having to proceed to a full investigation is critical for building psychological safety. Providing as many early intervention options and pathways as possible is important, such as by enabling workers to elect to have their matter investigated at a later date and offering end-to-end support and case management. Good practice for responses to harmful behaviour are those that are responsive to the needs of diverse groups and are culturally safe.

Several organisations have implemented an independent, confidential, and accessible unit (often known in other organisations as a ‘Safe Place’ or a ‘Safe Space’) which can accept and respond appropriately to reports of harmful behaviour; support leaders, managers and human resources personnel in providing advice; triage workers experiencing harmful behaviour; and offer early intervention strategies and guidance.

Such units can also provide managers and other workers with advice and support about appropriate responses to unacceptable behaviours and offer relevant training and education. Having a centralised database for all reports of harmful behaviour and outcomes from across the organisation also enables trends and patterns to be consistently tracked and appropriate interventions applied. There is a strong rationale for such units to be structurally separate from Human Resources and Legal teams to ensure that decisions about harmful behaviour are separated from organisational risk and employment decisions. In some cases, a direct reporting line to the CEO has been found to be effective.

### Recommendations

17. Gold Fields should establish a discrete unit (often known in other organisations as a ‘Safe Place’ or a ‘Safe Space’) for disclosing and reporting incidents of harmful behaviour including, bullying, sexual harassment, racism and other forms of discrimination that:
- a. Is independent from human resources and legal departments.
  - b. Is managed by specialist staff with expertise in responding to trauma.
  - c. Provides appropriate support and a range of informal and formal responses for complainants. This would include an option for confidential disclosures, with capacity for Gold Fields to take action in prescribed circumstances.<sup>56</sup>
  - d. Provides support to complainants who elect to have their matter investigated, throughout the investigation process.

<sup>56</sup> Similar initiatives in other large organisations can provide examples of the circumstances under which an investigation is launched. Given the extent of under reporting, this option gives employees access to information and support to encourage them, where appropriate, to transition to an investigation. A confidential disclosure system would also allow for the collection of de-identified data that would otherwise not be available.

# 5. Conclusion and recommendations

Key features of the discrete unit should include, but are not limited to:

- ▶ Ensuring accessibility by telephone call, text or email through a 24/7 service to employees in relevant languages.
- ▶ Enabling confidential disclosures and reports to be made without needing to proceed to an investigation.
- ▶ Enabling a matter to be investigated at a later date at the impacted person's request, including where they originally declined this option.
- ▶ Being operationally independent from Human Resources and Legal to maximise trust in the process and encourage greater reporting.
- ▶ Ensure management by trauma-informed specialists with expertise in responding to bullying, sexual harassment, racism and discrimination.
- ▶ Providing end-to-end support and case management, including through the investigation process and reintegration into work where appropriate.
- ▶ Providing access to support from a network of appropriately and regularly trained Respectful Workplace Champions.
- ▶ Offering culturally appropriate support, with consideration of co-design processes to ensure ownership and relevance for people from marginalised groups.
- ▶ Providing expert and culturally appropriate education and training across the organisation to employees, including managers and other leaders.
- ▶ Operating as the central data-store for the collection and analysis of all harmful behaviour disclosures and reports from across the organisation and regardless of entry point so that trends and gaps can be identified and acted upon where appropriate. This data should be provided to the CEO, ExCo and the Board on a quarterly basis, together with any actions implemented to respond to concerning trends.
- ▶ Collaborating with the relevant HR personnel, leaders and investigators to identify where preventative controls /leadership may need to be strengthened.
- ▶ Responding to historic complaints, as far as practicable.
- ▶ Providing periodic reporting of outcomes in a de-identified manner to all employees.

18. All investigations, including independent investigations into harmful behaviour should:

- a. be conducted in collaboration with the Disclosure and Support Unit and be undertaken through a trauma-informed approach ensuring no further harm to people impacted by harmful behaviour;
- b. be confidential, transparent, fair and ensure that incidents are resolved in a timely manner with a range of potential proportionate outcomes; and
- c. in collaboration with the Disclosure and Support Unit, share learnings with the organisation when preventative controls have failed.

## 5.2.5 Monitoring, transparency and accountability

### Why it matters

Cultural reform takes time, but progress is measurable. It requires ongoing monitoring and evaluation and there are many options, both direct and indirect, to measure progress. At a general level, reporting on culture may include consideration of analytics of cultural trends, 'lessons learned' analyses, reviews of behavioural trends, as well as surveys of risk attitudes and risk awareness.<sup>57</sup> Those responsible for overseeing and implementing the reform agenda should obtain data from as many sources as possible, and at different layers in the organisation, to ensure the health and strength of the culture.

Re-administering the survey developed for this Review every two to three years through an independent provider and tracking key indicators of progress, reported quarterly at the Executive and Board level, will also provide data on the progress of Gold Fields' reform agenda. This data will also assist Gold Fields to understand how the reforms are being felt 'on the ground'.

<sup>57</sup> Dettmann, J. "Five ways to enhance board oversight of culture" EY 7 May 2019 at [https://www.ey.com/en\\_au/board-matters/five-ways-to-enhance-board-oversight-of-culture](https://www.ey.com/en_au/board-matters/five-ways-to-enhance-board-oversight-of-culture)

## 5. Conclusion and recommendations

### Recommendations

**19.** Gold Fields should re-administer the survey from this Review every two to three years through an independent provider to identify progress in relation to cultural reform. This should also include an independent review of progress in relation to the implementation of these recommendations.

**20.** Gold Fields should track and report on a quarterly basis on indicators of progress to the Board and ExCo. Key indicators should include, but are not limited to:

- a.** Incidents of harmful behaviours and responses:
  - i. Number of reports of harmful behaviour (with a view to encouraging increased reporting)
  - ii. De-identified themes of reports of harmful behaviour
  - iii. Time taken to resolve reports, complaints and investigations
  - iv. De-identified outcomes of reports (e.g. termination, disciplinary action taken, no action)
  - v. Career consequences for those who make a report (including retention, promotions and exits)
- b.** Culture:
  - i. Indicators of safety to report and confidence in reporting systems/processes from engagement surveys
  - ii. Understanding of and attitudes towards sexual harassment and other harmful behaviours through engagement surveys
  - iii. Prevalence data of harmful behaviours
  - iv. Representation data (by diversity groups) and data by diversity groups on retentions, promotions and exits
  - v. Customer and client feedback on culture.

**21.** Gold Fields should expand its ESG metrics beyond gender diversity to incorporate other diversity metrics, as well as other measures of inclusion, psychological safety and culture.

# 6. Appendix: Early Actions Proposed to Regional Leadership Teams

During the course of the Review, the Review team presented a number of early suggestions for change to leaders from the regions. These were:

## *South Deep*

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- ▶ Bridge the divide between contractors and employees through engaging with business partners on culture with clear standards and expectations, inclusive meetings and shift to a public carpark with all places accessible to all employees and contractors
- ▶ Expand and elevate the existing equity committee to ensure that women's voices contribute to decision-making and to accelerate women's careers
- ▶ Pilot flexible working across different parts of the site to support carers
- ▶ Safe transport to and from work for women
- ▶ Availability of ladies-cut PPE, safe and hygienic toilets underground and renovated change houses to ensure privacy
- ▶ Training on preventing and responding to harmful behaviours the creation of safe reporting environments

## *Ghana*

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- ▶ Demonstrate the value of contractors by providing access to health care for contractors when sick; same meals and employees (quality and amount), and reinforce standards with business partners around women's employment, including maternity leave
- ▶ Enlist champions, men and women, at all levels to share the case for change, and also share data on the gender balance of promotions and career progression
- ▶ With an independent expert, develop a context-specific sexual harassment education and training program, developed with input from staff/contractors and experts

## *Australia*

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- ▶ RLT leaders should articulate an authentic 'why' for gender equality, diversity and inclusion and cascade the message from site management through to supervisors
- ▶ Communicate the data around gender/promotions/recruitment to dispel the narrative that only women are progressing in the organisation
- ▶ Develop a physical employment standard for each job to dispel the idea of jobs that are too physically demanding for women
- ▶ Male and female on-site counsellors across all sites (available to both employees and contractors)

- ▶ Review progress on gender inclusive uniforms and facilities, particularly underground.
- ▶ Cultural awareness training that is effective and ongoing, particularly in relation to First Nations employees, conducted by First Nations people
- ▶ Feedback should be provided to the workforce and contractors on actions taken as a result of the previous reviews

## *Americas (Peru)*

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- ▶ Request contractors to roll out sexual harassment training for their employees and continuously refresh training for employees
- ▶ Engage with contractors companies on the expected requirements for their employees on culture, including standards and expectations around women's representation, training, parental leave, etc.
- ▶ Conduct a gender pay gap audit
- ▶ Review spaces and conditions at the mine from a gender and inclusion perspective (including through consultation with women), including accommodation, lactation facilities and recreational facilities

## *Americas (Chile)*

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- ▶ Provide a regular psychologist on site (consider accessibility for all genders)
- ▶ Reinforce the importance of women in mining in messaging to employees and contractors
- ▶ Request contractors companies to reinforce culture and behavior standards for their employees, including short term contractors
- ▶ Include leadership of contractors companies in culture conversations (culture committee)
- ▶ Provide more specific material around harassment and bullying around site - in particular, request contractors to roll out harassment and bullying around site training to their employees
- ▶ More training/career development pathways for women to increase women in leadership
- ▶ Restrooms for women across all parts of the site (particularly those out for long periods of time)
- ▶ Free sanitary products to be available for women
- ▶ More diverse options for social interaction and recreation (not gender segregated)



# 7. Appendix: Analysis of key Gold Fields policies

## Policy Assessment – Harmful behaviour policies

**Key to assessment:**

- Yes - the policy dimension meets the criteria
- Partial - the policy dimension partly meets the criteria
- No - the policy dimension does not meet the criteria

Criteria	Sexual Harassment Policy	Harassment Policy	Policy on Racism	Disciplinary and Grievance Policy
<b>Policy objectives and application</b>				
1. Does the policy apply broadly to all workplace participants including employees, contractors, clients and customers?	<ul style="list-style-type: none"> <li>▶ The policy applies broadly</li> </ul>	<ul style="list-style-type: none"> <li>▶ The policy applies broadly</li> </ul>	<ul style="list-style-type: none"> <li>▶ The policy applies to the West Africa region, however this could be expanded as a global policy</li> <li>▶ Clarify that the policy applies to all workplace participants</li> </ul>	<ul style="list-style-type: none"> <li>▶ The policy applies broadly</li> </ul>
2. Is there a stand-alone policy or policies on bullying, racism and sexual harassment that is easily accessible to employees, at all levels and from a variety of access points? I.e. Is it written in 'plain English' or local language/s and tailored to employees who may be more vulnerable to sexual harassment? Is there a quick guide people can access for immediate advice?	<ul style="list-style-type: none"> <li>▶ Accessibility of the policy is unclear</li> <li>▶ Redrafting in language that is more user-friendly is recommended</li> <li>▶ Include a quick guide for easy reference</li> </ul>	<ul style="list-style-type: none"> <li>▶ This is not a stand-alone policy</li> <li>▶ Clearly specify how the policy will be made accessible to all employees</li> <li>▶ Redrafting in person-centred language is recommended</li> </ul>	<ul style="list-style-type: none"> <li>▶ Accessibility of the policy is unclear</li> <li>▶ Redrafting in language that is more user-friendly is recommended</li> <li>▶ Include a quick guide for easy reference</li> </ul>	<ul style="list-style-type: none"> <li>▶ Clarify application of the policy – e.g. Group Policy is to be adapted to each region, rather than providing a 'guideline only'.</li> <li>▶ Accessibility of the policy is unclear</li> <li>▶ Redrafting in language that is more person-centred and aligned with the Code of Conduct is recommended</li> </ul>
3. Does the policy include a company-wide leadership statement communicating 'zero tolerance' of bullying, racism and sexual harassment, and a leadership statement committing to the elimination of bullying, racism and sexual harassment within the company? Are these statements communicated across multiple, accessible platforms?	<ul style="list-style-type: none"> <li>▶ Provide an explanation of 'zero-tolerance' and consistent messaging on the company's stance on sexual harassment</li> <li>▶ Include a leadership statement committing to the elimination of sexual harassment and everyday sexism</li> </ul>	<ul style="list-style-type: none"> <li>▶ Include a leadership statement committing to the elimination and prevention of any form of harassment</li> <li>▶ Communicate such statements widely and across multiple platforms</li> </ul>	<ul style="list-style-type: none"> <li>▶ Include a leadership statement committing to the elimination and prevention of any form of racism</li> </ul>	<ul style="list-style-type: none"> <li>▶ Include a leadership statement on zero-tolerance of harmful behaviour</li> </ul>

# 7. Appendix: Analysis of key Gold Fields policies

**Key to assessment:**

- Yes - the policy dimension meets the criteria
- Partial - the policy dimension partly meets the criteria
- No - the policy dimension does not meet the criteria

Criteria	Sexual Harassment Policy	Harassment Policy	Policy on Racism	Disciplinary and Grievance Policy
<p><b>4.</b> Does the policy define bullying, racism and sexual harassment clearly and in line with the relevant laws (if applicable) and state that bullying, racism and sexual harassment are both unacceptable and unlawful? Is there reference to international standards and human rights, including the International Labour Organisation (ILO) convention that upholds the right of everyone to a world of work free from violence and harassment?</p>	<ul style="list-style-type: none"> <li>▶ Improve definition of sexual harassment and include the legal definition where possible</li> <li>▶ Include reference to international standards or human rights</li> </ul>	<ul style="list-style-type: none"> <li>▶ Include legal definitions of harassment where possible, according to relevant jurisdictions</li> <li>▶ Separate definitions of sexual harassment and harassment in separate sections of an overarching harmful behaviours policy</li> </ul>	<ul style="list-style-type: none"> <li>▶ Include legal definitions of harassment where possible, according to relevant jurisdictions</li> </ul>	<ul style="list-style-type: none"> <li>▶ Clarify application of the policy to harmful behaviours specifically</li> <li>▶ Include definitions of 'misconduct' and the types of disciplinary issues and grievances that will be covered by the policy</li> </ul>
<p><b>5.</b> Does the policy provide concrete and relevant examples to demonstrate:</p> <p><b>a)</b> the range of behaviours that may constitute bullying, racism and sexual harassment;</p> <p><b>b)</b> who can experience these behaviours; and</p> <p><b>c)</b> the contextual factors and circumstances in which these behaviours may occur in the workplace?</p>	<ul style="list-style-type: none"> <li>▶ Include context specific examples of sexual harassment to increase relatability and recognition of sexual harassment in the workplace</li> <li>▶ Provide an understanding of the drivers of sexual harassment (i.e. gender inequality)</li> <li>▶ Include and explanation of how power dynamics and contextual factors contribute to the risk of sexual harassment</li> </ul>	<ul style="list-style-type: none"> <li>▶ Include context specific examples of harassment</li> <li>▶ Include reference to the fact that harassment and/or bullying can affect anyone, alongside an understanding on the drivers of harassment and bullying (i.e. stereotypes and social norms, unequal power dynamics) and considerations around workplace relationships.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Include context specific examples of racism</li> <li>▶ Provide an understanding of the drivers of racism</li> </ul>	<ul style="list-style-type: none"> <li>▶ Clarify application of the policy to harmful behaviours specifically</li> </ul>
<b>Prevention</b>				
<p><b>6.</b> Does the policy set out actions being taken by the company to prevent bullying, racism and sexual harassment, as well as on racial and gender equality more broadly? Does the company clearly state its stance that everyday disrespect and sexism will not be tolerated?</p>	<ul style="list-style-type: none"> <li>▶ Include practical actions being taken by the company on prevention and gender equality</li> <li>▶ Include a statement covering the company's stance on everyday sexism</li> </ul>	<ul style="list-style-type: none"> <li>▶ Include practical actions being taken on prevention and equality more broadly</li> <li>▶ Include a statement covering the company's stance on everyday disrespect</li> </ul>	<ul style="list-style-type: none"> <li>▶ Include practical actions being taken on prevention and equality more broadly</li> <li>▶ Include a statement covering the company's stance on casual racism</li> </ul>	<ul style="list-style-type: none"> <li>▶ Include practical actions being taken on prevention of harmful behaviours</li> <li>▶ Include a statement covering the company's stance on everyday disrespect</li> </ul>

# 7. Appendix: Analysis of key Gold Fields policies

**Key to assessment:**

- Yes - the policy dimension meets the criteria
- Partial - the policy dimension partly meets the criteria
- No - the policy dimension does not meet the criteria

Criteria	Sexual Harassment Policy	Harassment Policy	Policy on Racism	Disciplinary and Grievance Policy
7. Does the policy mandate compulsory training on bullying, racism and sexual harassment for leadership, management and all employees?	▶ Expand education and training initiatives and expect mandatory attendance of all employees, managers and leaders	▶ Include awareness and education on harassment and bullying as part of any respectful behaviour training, ensuring attendance is mandated for all new and existing employees	▶ Include awareness and education on racism as part of any respectful behaviour training, ensuring attendance is mandated for all new and existing employees	▶ Provide education, awareness training or behaviour change programs as forms of corrective action, where appropriate  ▶ Include awareness and education on expected standards of workplace behaviour as part of any respectful behaviour training, ensuring attendance is mandated for all new and existing employees
<b>Support and reporting</b>				
8. Is there clear and specific information on where individuals who experience bullying, racism and sexual harassment can get help, support and advice, that is culturally safe and inclusive, both internally and externally (support should be available and provided regardless of whether someone chooses to pursue a formal report or complaint)?	▶ Provide a list of options for help, support and advice available prior to engaging the reporting process	▶ Provide a list of options for help, support and advice available prior to engaging the reporting process  ▶ Include additional options for EAP, specialist services and external support as needed	▶ Provide a list of internal and external options for seeking help, support and advice to ensure cultural safety  ▶ Provide training for all employees on cultural competency, and person-centred and trauma-informed care and responses	▶ Provide a list of internal and external options for seeking help, support and advice prior to reporting a grievance
9. Does the policy explain the multiple access points for formal, informal and anonymous reporting? Is reporting from bystanders encouraged and supported? Does the policy make provision for historical complaints?	▶ Provide further detail on reporting points and provide an external reporting option  ▶ Include information on support that is provided for bystanders reporting harmful behaviour	▶ Provide further detail on reporting points and provide an external reporting option  ▶ Include information on support that is provided for bystanders reporting harmful behaviour  ▶ Provide avenues for making historical reports	▶ Include a clear list of informal, formal and anonymous access points for reporting  ▶ Include information on support that is provided for bystanders reporting harmful behaviour  ▶ Provide avenues for making historical reports	▶ Include further reporting options, including anonymous reporting, for grievances  ▶ Provide avenues for making historical reports

# 7. Appendix: Analysis of key Gold Fields policies

**Key to assessment:**

- Yes - the policy dimension meets the criteria
- Partial - the policy dimension partly meets the criteria
- No - the policy dimension does not meet the criteria

Criteria	Sexual Harassment Policy	Harassment Policy	Policy on Racism	Disciplinary and Grievance Policy
<b>Response</b>				
<p><b>10.</b> Does the policy set out and provide guidance on the responsibility of managers and leaders on:</p> <p><b>a)</b> prevention and early intervention of bullying, racism and sexual harassment?</p> <p><b>b)</b> responding to disclosures of bullying, racism and sexual harassment in culturally safe and appropriate ways?</p> <p><b>c)</b> being an active bystander?</p>	<ul style="list-style-type: none"> <li>▶ Clearly set out the responsibility of managers and leaders on prevention and early intervention</li> <li>▶ Provide guidance on responses to ensure culturally safety</li> <li>▶ Provide training for employees to provide knowledge and tools to intervene appropriately when witnessing harmful behaviour</li> </ul>	<ul style="list-style-type: none"> <li>▶ Provide guidance, training and education for managers on creating safe, respectful and inclusive cultures to encourage prevention and early intervention of behaviours that lead to harassment and bullying</li> <li>▶ Training should be mandated, and include regular refresher training and skill development coaching</li> </ul>	<ul style="list-style-type: none"> <li>▶ Provide guidance, training and education for managers on creating safe, respectful and inclusive cultures to encourage prevention and early intervention of racism</li> <li>▶ Training on cultural safety and being an active bystander should be mandated, and include regular refresher training and skill development coaching</li> </ul>	<ul style="list-style-type: none"> <li>▶ Clearly set out the responsibility of managers and leaders on prevention and early intervention, as well as providing culturally safe and appropriate responses to reported grievances</li> </ul>
<p><b>11.</b> Does the policy clearly explain:</p> <p><b>a)</b> the options for dealing with sexual harassment?</p> <p><b>b)</b> that, as far as possible, the company will prioritise the wishes of the person impacted, rather than company legal risk mitigation?</p> <p><b>c)</b> the circumstances in which the company will be obliged to act even if the person impacted does not want to act?</p>	<ul style="list-style-type: none"> <li>▶ Include further detail and options for dealing with sexual harassment</li> <li>▶ Use person-centred language, expressly stating that the wishes of the person impacted will be prioritised, and ongoing support provided, regardless of their decision to make a report or not</li> <li>▶ Include an explanation of circumstances where the company may be obliged to act</li> </ul>	<ul style="list-style-type: none"> <li>▶ Clearly set out details of options for dealing with harassment and bullying</li> <li>▶ Use person-centred language, expressly stating that the wishes of the person impacted will be prioritised, and ongoing support provided, regardless of their decision to make a report or not</li> </ul>	<ul style="list-style-type: none"> <li>▶ Clearly set out details of options for dealing with racism</li> <li>▶ Include options to appoint an external mediator at any time, rather than an employee of the company</li> <li>▶ Prioritise the wishes of the person impacted – e.g. remove requirement to attend all meetings with the offender at the request of the mediator</li> </ul>	<ul style="list-style-type: none"> <li>▶ Prioritise the wishes of the person impacted, as far as possible</li> </ul>
<b>Resolution</b>				

# 7. Appendix: Analysis of key Gold Fields policies

**Key to assessment:**

- Yes - the policy dimension meets the criteria
- Partial - the policy dimension partly meets the criteria
- No - the policy dimension does not meet the criteria

Criteria	Sexual Harassment Policy	Harassment Policy	Policy on Racism	Disciplinary and Grievance Policy
<p><b>12.</b> Does the policy clearly set out the following:</p> <p><b>a)</b> expectations with regards to timeliness of responses to complaints and process updates for both parties?</p> <p><b>b)</b> principles of procedural fairness and natural justice to be met during the complaint/investigation process?</p> <p><b>c)</b> that vexatious complaints are prohibited, though are rarely made?</p> <p><b>d)</b> potential outcomes of a complaint?</p> <p><b>e)</b> potential consequences if the policy is breached, ranging in implication and severity?</p> <p><b>f)</b> steps that will be taken to respond to offenders?</p> <p><b>g)</b> that victimisation of parties involved in the complaint or investigation process is prohibited, including disciplinary consequences for anyone engaging in such behaviour?</p>	<ul style="list-style-type: none"> <li>▶ Lessen the focus on vexatious complaints, explaining the fact that such claims are extremely rare</li> <li>▶ Clarify the application of principles of natural justice and procedural fairness</li> <li>▶ Include a non-exhaustive list and details of possible outcomes of a complaint</li> <li>▶ Include further detail of consequences for a breach of the policy</li> <li>▶ Clearly set out the steps taken to respond to offenders</li> <li>▶ Refer explicitly to the prohibition of victimisation of parties involved in a complaint</li> </ul>	<ul style="list-style-type: none"> <li>▶ Include provision of process updates for parties involved in investigations</li> <li>▶ Include reference to the application of principles of procedural fairness and natural justice</li> <li>▶ Include prohibition against vexatious complaints, noting that such allegations are extremely rare</li> <li>▶ Clearly set out the steps taken to respond to offenders</li> <li>▶ Refer explicitly to the prohibition against victimisation of those involved in a complaint, rather than an 'undertaking to protect employees against victimisation or retaliation'</li> </ul>	<ul style="list-style-type: none"> <li>▶ Separate reference to 'frivolous or malicious allegations' from reference to prompt and rigorous investigations of incidents</li> <li>▶ Include reference to the application of procedural fairness and natural justice principles</li> <li>▶ Provide further detail of consequences or implications for a breach of the policy</li> <li>▶ Clearly set out the steps taken to respond to offenders</li> <li>▶ Refer explicitly to the prohibition of victimisation of parties involved in a complaint</li> </ul>	<ul style="list-style-type: none"> <li>▶ Provide further detail of specific consequences or implications for a breach of the policy</li> <li>▶ Include further detail on steps that will be taken to respond to offenders</li> <li>▶ Refer explicitly to the prohibition of victimisation of parties involved in a complaint and disciplinary consequences for engaging in such behaviour</li> </ul>



# 7. Appendix: Analysis of key Gold Fields policies

**Key to assessment:**

- Yes - the policy dimension meets the criteria
- Partial - the policy dimension partly meets the criteria
- No - the policy dimension does not meet the criteria

Criteria	Sexual Harassment Policy	Harassment Policy	Policy on Racism	Disciplinary and Grievance Policy
<p><b>13.</b> Does the policy articulate the following:</p> <p><b>a)</b> expectations on all parties to keep details of the complaint confidential during the investigation (with the exception of accessing support services)?</p> <p><b>b)</b> commitment to protect the identity and privacy of those impacted?</p> <p><b>c)</b> the company’s commitment to transparency, including providing de-identified examples of complaint outcomes, and where appropriate, disclosure of details of the rank or position of high-profile offenders?</p>	<ul style="list-style-type: none"> <li>▶ Include a requirement on all those involved to keep details of the complaint confidential</li> <li>▶ Commit to transparency and communication of sexual harassment incidents and outcomes of complaints and investigations</li> </ul>	<ul style="list-style-type: none"> <li>▶ Expand the reference to allegations being handled sensitively, to explicitly address the expectation to maintain confidentiality of all details and identities of those involved in a complaint</li> <li>▶ Commit to transparency and communication of incidents and outcomes of complaints and investigations</li> </ul>	<ul style="list-style-type: none"> <li>▶ Commit to transparency and communication of incidents and outcomes of complaints and investigations</li> </ul>	<ul style="list-style-type: none"> <li>▶ Make specific reference to the fact that the identity and privacy of persons impacted will be protected</li> </ul>
<p><b>14.</b> Does the policy provide reasons or circumstances where the company may not be able to investigate or resolve a complaint? Does it outline options to seek redress externally in this circumstance? Does it make clear that ongoing support will be provided to all persons who make a report?</p>	<ul style="list-style-type: none"> <li>▶ Refer to circumstances where the company may not be able to investigate or resolve a complaint</li> <li>▶ Include details of further options available for external redress</li> <li>▶ Ensure ongoing support is provided to persons impacted</li> </ul>	<ul style="list-style-type: none"> <li>▶ Refer to circumstances where the company may not be able to investigate or resolve a complaint</li> <li>▶ Include details of further options available for external redress</li> <li>▶ Ensure ongoing support is provided to persons impacted</li> </ul>	<ul style="list-style-type: none"> <li>▶ Remove the requirement to exhaust internal avenues, to allow external complaints and resolution of an incident at any stage</li> <li>▶ Ensure ongoing support is provided to persons impacted</li> </ul>	<ul style="list-style-type: none"> <li>▶ Refer to circumstances where the company may not be able to investigate or resolve a complaint</li> <li>▶ Ensure ongoing support is provided to persons impacted</li> </ul>
<b>Review</b>				
<p><b>15.</b> Does the policy provide a timeline for review of sexual harassment policies and processes?</p>	<ul style="list-style-type: none"> <li>▶ Review date for the policy is included</li> </ul>	<ul style="list-style-type: none"> <li>▶ Review date for the policy is included</li> </ul>	<ul style="list-style-type: none"> <li>▶ No timeline is provided for review of the policy</li> </ul>	<ul style="list-style-type: none"> <li>▶ Review date for the policy is included</li> </ul>

# 7. Appendix: Analysis of key Gold Fields policies

## Policy Assessment – Diversity and inclusion policies

**Key to assessment:**

- Yes - the policy dimension meets the criteria
- Partial - the policy dimension partly meets the criteria
- No - the policy dimension does not meet the criteria

Criteria	Diversity Policy	Gender Diversity Policy	Workplace Behaviour Policy
<b>Policy objectives, application and commitment</b>			
1. Does the policy apply broadly to all workplace participants including employees, contractors, clients and customers?	▶ Clarify scope and application of policy to all workplace participants and regions	▶ The policy applies broadly to Australia operating regions, however this could be developed as a Group policy and adapted to each Gold Fields operating region	▶ The policy applies broadly to Australia operating regions, however this could be developed as a Group policy and adapted to each Gold Fields operating region
2. Is there a comprehensive policy on diversity and inclusion that is easily accessible to employees, at all levels and from a variety of access points? I.e. Is it written in 'plain English' or local language/s and tailored to employees who may be more likely to experience exclusion or discrimination?	▶ Expand the diversity focus of the policy to include elements and actions for creating an inclusive working environment ▶ Accessibility of the policy is unclear -	▶ This policy should be combined with the Diversity Policy (and any other policy relating to diversity and inclusion) to reflect the full diversity of the Gold Fields work environment ▶ Accessibility of the policy is unclear	▶ Reference to discrimination, harassment and bullying could be simplified as these concepts would be better addressed within a harmful behaviours policy ▶ Accessibility of the policy is unclear
3. Does the policy include a clear statement/s setting out the purpose, principles and objectives of the policy? Does the policy refer to non-discrimination and equitable approaches for groups that may be disadvantaged? Are other relevant, supporting and/or aligned company policies listed?	▶ Expand the list of diverse qualities with inclusive language such as '...and other areas of potential difference' ▶ Expand on Gold Fields values of creating an inclusive health and wellbeing experience	▶ Combine sections outlining objectives of this policy with sections of the Diversity Policy dealing with Recruitment, Gender Equality and Rights of People with Disability	▶ List the policy objectives to clarify the overall results that will be achieved and provide a basis for establishing targets towards progress
4. Does the policy clearly set out or define what diversity and inclusion means to the company, including the company's commitment to supporting and ensuring an inclusive work environment and how this aligns with company values?	▶ Include concepts of diversity and inclusion and link these back to the Gold Fields operating environment ▶ Include a statement aligning concepts of diversity and inclusion with Gold Fields' values ▶ Reference to discrimination and harassment could be simplified as these as these would be better addressed within a harmful behaviours policy	▶ Include a statement of how diversity and inclusion operates within the Gold Fields environment	▶ Provide a statement outlining how policy objectives can enable the delivery of the company's business objectives

# 7. Appendix: Analysis of key Gold Fields policies

**Key to assessment:**

- Yes - the policy dimension meets the criteria
- Partial - the policy dimension partly meets the criteria
- No - the policy dimension does not meet the criteria

Criteria	Diversity Policy	Gender Diversity Policy	Workplace Behaviour Policy
<b>Actions and engagement</b>			
5. Does the policy set out actions being taken by the company to enable and ensure a diverse and inclusive work environment? Is there reference to any guidelines or processes in place to ensure diversity and inclusion at every level of the company (e.g. recruitment and promotion practices)?	▶ Include a list of actions being taken to demonstrate how the company is ensuring the creation of an inclusive work environment	▶ Identify more clearly the list of specific actions being taken by the company to ensure a diverse and inclusive work environment  ▶ Include a reference to any specific and relevant policies, guidelines and processes in relation to diversity and inclusion	▶ Identify more clearly the list of specific actions being taken by the company to ensure a safe and inclusive work environment
6. Does the policy set out specific leadership actions to foster diversity and inclusion in the work environment? Is there mandatory training for leaders on how to eliminate systemic bias in talent management and other decision-making processes?	▶ Provide clarity as to the specific actions expected of leaders to create a more inclusive work environment	▶ Include specific actions for the Board, CEO and executive level leaders to ensure diversity and inclusion is prioritised at all levels and drives meaningful outcomes	▶ Specify actions expected of leaders to intervene and provide support when they become aware of harmful behaviour, and to create a more inclusive work environment  ▶ Include specific leadership actions, such as role modelling and displaying standards of respectful behaviours
7. Does the policy mandate ongoing training and skill development coaching on awareness, inclusive and respectful behaviour for all employees, managers and leaders?	▶ Provide mandatory education and training for all employees	▶ Ensure that training covers awareness, inclusion and respectful behaviours, rather than only discrimination, harassment and bullying  ▶ Training should be mandatory for leaders, managers and employees, and time and support should be allocated accordingly to ensure attendance	▶ Extend training on workplace behaviour to managers  ▶ Training should be mandatory for leaders, managers and employees, and time and support should be allocated accordingly to ensure attendance
<b>Implementation and measurement</b>			
8. Does the policy set out responsibility for implementation of a diversity and inclusion plan and initiatives to a specialised team working in a people, culture and wellbeing capacity?	▶ Assign responsibility for development and implementation of a diversity and inclusion plan and initiatives to a specific team working in a people, culture and wellbeing capacity	▶ The Vice President People & Engagement is responsible for development, implementation, maintenance and review of systems, policies and procedures to support the Gender Diversity Policy	▶ Assign responsibility for development and implementation of a plan and initiatives to a specific team working in a people, culture and wellbeing capacity

# 7. Appendix: Analysis of key Gold Fields policies

**Key to assessment:**

- Yes - the policy dimension meets the criteria
- Partial - the policy dimension partly meets the criteria
- No - the policy dimension does not meet the criteria

Criteria	Diversity Policy	Gender Diversity Policy	Workplace Behaviour Policy
<p><b>9.</b> Does the policy make provision for establishing measurable targets and key priorities in relation to diversity and inclusion, including:</p> <ul style="list-style-type: none"> <li><b>a)</b> Leadership accountability/KPIs?</li> <li><b>b)</b> Monitoring progress on established targets (e.g. regular engagement and culture surveys)?</li> <li><b>c)</b> Regular reporting of progress both internally (e.g. to the Board) and publicly (e.g. in annual reports)?</li> </ul>	<ul style="list-style-type: none"> <li>▶ Establish leadership accountability and KPIs in relation to diversity and inclusion</li> <li>▶ Include regular engagement and culture surveys in monitoring systems to develop or improve diversity and inclusion plans or initiatives</li> <li>▶ Report progress against a diversity and inclusion plan</li> </ul>	<ul style="list-style-type: none"> <li>▶ Provide clarity regarding establishing measurable gender-based targets and KPIs for managers</li> <li>▶ Include regular engagement and culture surveys in monitoring systems to develop or improve diversity and inclusion plans or initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▶ Include regular engagement and culture surveys in monitoring systems to develop or improve plans or initiatives focusing on respectful workplace behaviour</li> </ul>
<p><b>10.</b> Does the policy set out and provide guidance on the accountability of:</p> <ul style="list-style-type: none"> <li><b>a)</b> Employees to contribute to and maintain an inclusive and diverse workplace, including demonstrating inclusion; respecting the diversity of others; and identifying and addressing exclusion?</li> <li><b>b)</b> Managers and people leaders to practice inclusive leadership; to set clear and measurable targets for teams and hold them accountable; and to assess and report on key priorities and targets?</li> <li><b>c)</b> The CEO and senior executives to champion, role model and demonstrate inclusive leadership; and actively drive improvement and monitor progress against targets?</li> </ul>	<ul style="list-style-type: none"> <li>▶ Include guidance on accountability and setting of clear and measurable targets for employees, managers and senior executives</li> </ul>	<ul style="list-style-type: none"> <li>▶ Provide transparent and specific guidelines for employees focused on reducing bias and creating psychological safety and inclusion</li> <li>▶ Include guidance on accountability and setting of clear and measurable targets for employees, managers and senior executives</li> </ul>	<ul style="list-style-type: none"> <li>▶ Include guidance on accountability and setting of clear and measurable targets for employees, managers and senior executives</li> </ul>
<b>Review</b>			
<p><b>11.</b> Does the policy provide a timeline for review to ensure relevant and leading approaches to diversity and inclusion are considered?</p>	<ul style="list-style-type: none"> <li>▶ Review date for the policy is included</li> </ul>	<ul style="list-style-type: none"> <li>▶ Specify a timeline and responsibility for review of the policy</li> </ul>	<ul style="list-style-type: none"> <li>▶ Review date for the policy is included</li> </ul>

Report of the Expert  
Independent Review  
into Workplace Culture  
at Gold Fields