



Kinross Way for Diversity, Equity and Inclusion

February 2023

The Kinross Way for Diversity, Equity and Inclusion

I. Introduction:

The Kinross Way for Diversity, Equity and Inclusion is part of our commitment to fostering an inclusive and respectful work environment for all employees, regardless of gender, race, ethnicity, sexual orientation, disability, religion, or any other aspect of their identity. As a global company, Kinross Gold Corporation (and all subsidiaries and affiliates herein known as “Kinross”) is committed to embracing and promoting diversity, equity, and inclusion (DEI) in all aspects of our business. We recognize that DEI aspects are essential to our success as an organization, and we strive to create an inclusive culture where diversity is valued and respected.

II. Policy Statement:

Kinross is committed to building and maintaining a diverse workforce, and we believe that diversity of thought, background, and experience is critical to our ability to achieve our business objectives. We are dedicated to creating an inclusive work environment that promotes respect and opportunities for all employees.

III. What is Diversity, Equity and Inclusion?

For the purpose of this policy and for interpretation by our employees:

Diversity means all the ways in which our employees are different. This could include visible differences such as ethnicity, race, gender, age and physical appearance as well as religion, nationality, disability, sexual orientation, education and ways of thinking. Diversity demands an active effort of accepting, welcoming, respecting, valuing, and supporting persons of all backgrounds and characteristics

Equity is the process of recognizing the existence of systemic social inequalities or barriers and introducing proactive actions to achieve parity in policy, process, and outcomes for historically underrepresented or marginalized groups of people and diverse communities.

Inclusion is a working culture where differences are valued and where everyone feels respected and able to achieve their full potential. By reducing or eliminating barriers that stand in the way of full participation and leveraging differences, we have the opportunity to create greater business value.

Kinross recognizes that DEI means different things for each of our regions. Nevertheless, we expect that each region and employee conforms (subject to governing laws) to our global diversity, equity and inclusion guiding principles in line with our core value of Putting People First.

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IV. Guiding Principles:

Kinross' DEI program embodies a variety of principles and practices. These include:

- **Treating everyone with respect:** No matter their background, job level etc., everyone is to be treated with respect and dignity.
- **Embracing workforce diversity:** Employees must be accepting and respectful of others despite differences that may exist. Such difference may include race, colour, religion, sex, national origin, age, sexual orientation or disability or any other category applicable to human rights legislation in the jurisdictions where Kinross operates.
- **Valuing diverse perspectives:** We value working environments that encourage and value diverse perspectives, thinking, skills, experience and working styles.
- **Management practices:** Beyond promoting a diverse workforce, leaders strive to ensure our teams include diverse perspectives and to build diversity into their teams.
- **Stakeholders:** When engaging with stakeholders we aim to be as inclusive as possible and to develop strong relationships with diverse shareholders, communities, governments, and suppliers.
- **Nationalization plans:** In certain regions, Kinross works with local authorities to develop transition plans to reduce the number of expatriates and create opportunities for increased local talent. This includes long-term hiring, training and development plans for local communities.

V. Commitments

As a company, Kinross is committed to the following:

- **Foster an inclusive and respectful work environment** that values the unique contributions of all employees.
- **Strengthen diversity, equity and inclusion** in all aspects of workplace culture, policies, procedures, and practices.
- **Promote a work environment in which all individuals are treated with dignity**, free from discrimination, harassment, and violence.
- **Creates and maintains a learning culture**, providing training and development opportunities that promote diversity, equity and inclusion.
- **Encourage open communication** and actively listen to the concerns of all employees.
- **Work actively to challenge and respond to bias, harassment, and discrimination.**

Additionally, we expect our company leaders to:

- Understand their role in promoting DEI within our company.
- Act in accordance with this policy at all times.
- Actively discourage and address any actions that are contrary to this policy.

And we require all employees to:

- Treat employees with dignity and respect at all times.

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- Act in accordance with this policy at all times.
- Identify and bring forward any situations that are contrary to this policy

VI. Related Policies and Initiatives:

Diversity, equity and inclusion is supported through various policies and initiatives, including:

- The **Code of Business Conduct and Ethics** which outlines a number of areas of significance to Inclusion and Diversity, is promoting honest and ethical conduct, fostering a work environment in which all individuals are treated with respect and dignity, free from discrimination, harassment and violence; it also provides guidance to Kinross Representatives which aids in recognizing and dealing with ethical issues along with mechanisms to report such behaviour or other improper conduct. All employees are required to read and sign an acknowledgement form upon hire, and employees at the director-level and above are required to sign an acknowledgement form annually.
- Our **Global Diversity, Equity, and Inclusion Council ("GDEIC")** champions DEI across the organization and serves as an advisory body and strategic catalyst for change, providing input to the HR team in developing DEI strategic priorities and initiatives.
- The Board of Directors (the "Board") **Board Diversity Policy** recognizes the benefits of diversity and reaffirms how we seek to maintain a Board comprised of directors whose skills and backgrounds reflect the diverse nature of the business environment in which Kinross operates.
- **Kinross' recruitment policies across our global mines** and offices reinforce that we are an equal opportunity employer and committed to fair employment, including equal treatment in hiring and advancement within the organization. Employment and advancement are based on the individual's achievement, performance, skill, ability, and business needs. We prohibit discrimination based on race, colour, religion, sex, national origin, age, sexual orientation or disability or any other category applicable to human rights legislation in the jurisdictions where Kinross operates.
- The **Ten Guiding Principles for Corporate Responsibility** define our commitment to responsible mining. As part of our commitment to transparency, we report metrics around workforce gender diversity, age of our employees by country and percentage of national employees from the operating country. We also focus on how we work with Indigenous Peoples and some of the practices we undertake to engage with our communities in meaningful ways.
- Kinross' **Living Our Values Awards (LOVA)** is one way we celebrate diversity in thought, behaviour and problem-solving amongst our employees globally. It encourages employees across our global operations to nominate colleagues for their achievements and commitment to our four values - putting people first, outstanding corporate citizenship, high-performance culture and rigorous financial discipline.
- Kinross has **Supplier Standards of Conduct** which builds upon our Ten Guiding Principles for Corporate Responsibility and the Principles of the UN Global Compact, to which Kinross is a signatory. These standards outline our expectations of the suppliers with whom we conduct business. The standards include safety, human rights, labour standards, environmental standards, business conduct and ethics, as well as on-site activities



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VII. Implementation:

As DEI Executive Sponsor of Kinross, the CEO will ensure that this policy is implemented and followed throughout the organization. In addition, all managers and employees will be held accountable for adhering to this policy and fostering a culture of diversity, equity, and inclusion.

VIII. Monitoring and Review:

Kinross will regularly review and assess the effectiveness of this policy and its implementation. We will also gather feedback from employees and adjust as necessary to ensure that we meet our DEI goals.

This policy is a living document, and we will continue to review and make changes as needed to ensure that we meet our commitment to diversity, equity, and inclusion.