

Stakeholder Engagement



Our Responsibility

Maintaining transparent, meaningful and productive relationships with stakeholders both corporately and in the communities where we operate is fundamental to our business, understanding operating context, our impacts, and the measures we can take to improve what we do and make a positive contribution. In turn, our stakeholders rely upon accurate, transparent information about our activities. Kinross has a responsibility to enable our stakeholders' participation in a meaningful way in matters that affect them, and to ensure that their feedback and perceptions are taken into consideration by us. This responsibility extends to all our stakeholders across different levels of the company, from site to regions and corporate.

Our Commitment

At all levels, from corporate to local communities, Kinross' commitment to stakeholder engagement is embedded in our [Safety and Sustainability Policy](#) and the global principles which we follow. Our [Government Relations Policy](#) also provides a robust policy framework and guidance for Kinross' relationships with elected and unelected government and political officials at all levels. Kinross' [Shareholder Engagement Policy](#) articulates our corporate commitment to engaging in constructive and meaningful dialogue with the owners of the Company, our Kinross shareholders.

Our Approach

At the corporate and regional levels, our key stakeholders are: investors, the financial community, industry peers, research and academic community, media, public officials, as well as Non-Governmental Organizations, think tanks and charitable organizations. Across the organization, we engage formally and informally to build respectful and transparent relationships with those stakeholders whose perspectives and actions can influence our business and, where in turn, our business activities can impact them. This engagement is essential to our business strategy and approach to sustainability,

Key Stakeholders

Stakeholder group	Level	Engagement led by:
Employees	All	Management
Investors / shareholders	Corporate	CEO and SLT, Investor Relations, Board
Financial community	Corporate	SLT, Finance, Treasury
Host Governments	Region / Sites	Government Relations
Host Communities	Sites	Community Relations
Media	All	Communications
Suppliers	All	Supply Chain
Civil Society organizations	All	Community Relations
Government agencies	All	Relevant functional area
Academia	All	Relevant functional area
Industry peers	All	Relevant functional area
Industry associations and multilateral organizations	All	Government Relations

providing opportunities to explain company strategy and performance, while receiving feedback and guidance on matters of importance to stakeholders. Stakeholder engagement is conducted by a broad range of functional areas including, investor relations, government relations, safety and sustainability, human resources, corporate communications, technical services, finance, and others.

At the operations level, stakeholder engagement is the core activity in our Site Responsibility Plan (SRP) framework. It enables us to develop relationships with a broad range of stakeholders and is our primary way of understanding how our operations impact local communities and how the local context affects our operations.

We focus on developing strong relationships, leading to growing trust and productive outcomes. This occurs through genuine dialogue based on active listening. Our goal is to understand our neighbours and their cultures, interests, needs and concerns while also being able to talk about our activities and goals, leading to mutual understanding.

We require all of our sites, including both development projects and active operations, to maintain a stakeholder registry, mapping of stakeholders and engagement strategy. A core component of each site strategy is the stakeholder identification cycle, a continuous process that starts with well-established reference points and is further informed by the results of engagement. In particular, we have a duty to identify and understand the specific needs of stakeholder groups which would be considered as vulnerable to negative impacts and to potential exclusion from positive benefits arising from mining activity. Vulnerable groups commonly include women, children and youth.

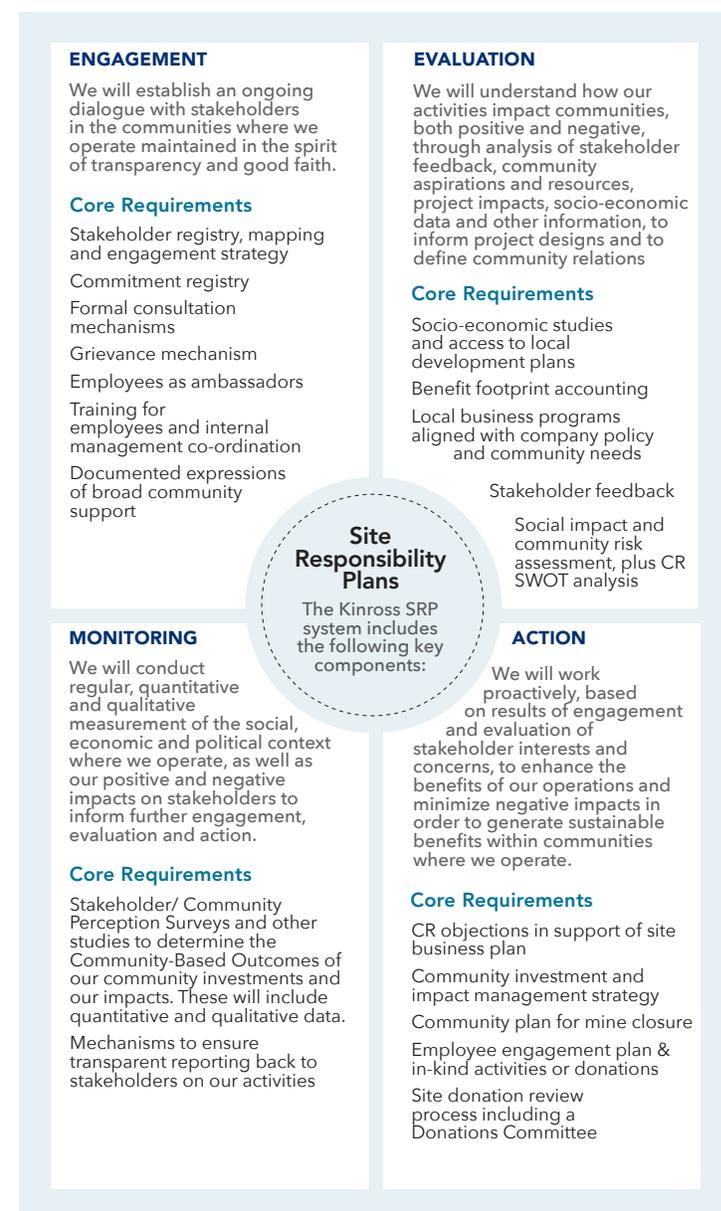
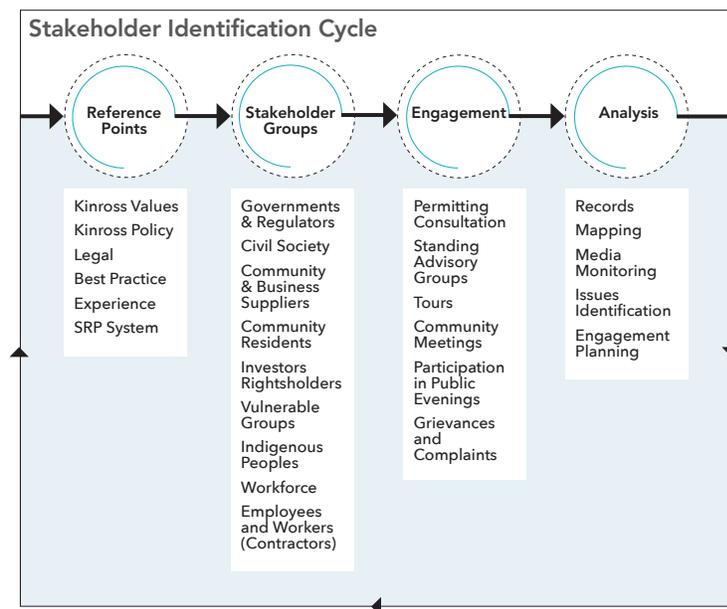
We use a variety of formal and informal engagement channels including:

- Consultation meetings with representatives of local government and other community leaders
- Formal dialogue groups, planned individual meetings and stakeholder committees with regular planned meetings
- Annual (or more frequent) public update meetings
- Partnerships including community environmental monitoring
- Community, business, government and school presentations
- Mine tours for the public and special groups such as employees' families and schools
- Participation in local cultural and sports events
- And daily informal, impromptu conversations

All of our operating sites have community grievance mechanisms in place to help ensure that stakeholder concerns are heard and resolved promptly following a transparent and well-established procedure.

As part of the requirements of the SRP, all site-level stakeholder engagements are tracked and analyzed in order to inform the Company's actions. Metrics include:

- Trends in frequency and tone of interactions with stakeholders including internal engagement by community relations staff with employees
- Positive and negative expressions of appreciation
- Trends in media coverage of the site
- Analysis of issues raised by stakeholders, and how company actions can or cannot address those issues
- Specific attention to resolution of grievances, to ensure that these are resolved within a specified time frame, including confirmation from the affected stakeholder that the grievance process has been fair and objective



Each site also tracks community perceptions through periodic surveys conducted by independent service providers.

To continuously improve our community relations work across the company, we conduct regular training for site community relations staff, including visits between different mine sites and attendance at conferences and meetings. At our mine sites, the community relations team conducts training for site managers and other site personnel who have contact with stakeholders with regard to their normal responsibilities.

Our Community Relations Guidelines for Exploration provide a framework for active community engagement and community consultation for Kinross' exploration projects. These guidelines focus on relationships, managing the impacts of exploration and other programs commensurate with the exploration stage of the mining cycle.

Corporately, responsibility for stakeholder engagement resides with the responsible functional lead. For our operational relationships, responsibility for stakeholder engagement resides with our Senior Vice-Presidents of Operations who lead each of Kinross' three operating regions, and with General Managers at the site level. At the corporate level, accountability resides with the Vice-President, Community Relations and the Vice-President, Safety and Sustainability. Performance is reported to the Chief Technical Officer and governance and oversight is with the Corporate Responsibility and Technical Committee (CRTC) of the Board of Directors.



To learn more about stakeholder engagement at Kinross including current stakeholder issues and performance, see our most recent [Sustainability Report](#).