

# Compensation



**KINROSS**  
SUSTAINABILITY

## Our Responsibility

Kinross is a top-tier gold mining company due to the contributions of its motivated, talented employees. In order to succeed as a company in today's competitive market, we recognize the importance of providing an overall work environment that attracts, retains and motivates talent, and includes providing a comprehensive total rewards package. For our success as a business and as a responsible mining company, we have a responsibility to ensure that our employees are compensated fairly and equitably for the work they do, and to ensure that compensation levels are above the minimum living wage.

## Our Commitment

Through our [Code of Business Conduct and Ethics](#), we are committed to non-discrimination in all areas of our business, including compensation. We work to ensure that compensation supports meaningful livelihoods and provides equal pay for equal work.

## Our Approach

Our compensation philosophy is rooted in several key principles:

- Pay for performance
- Competitiveness
- Consistency and fairness
- Opportunity
- Transparency and clarity

We regularly review local market compensation to ensure that our total remuneration package is fair, competitive and well-positioned to attract and retain the best talent, we target compensation at the 75th percentile for employees in executive, management, technical, professional and administrative roles. As part of our program, we review living wages in all our operating countries annually to ensure our employees are paid above living wage.

The majority of our employees receive some form of performance-based awards which consider a range of performance measures:

- For operators and those in skilled-trade roles, who represent the majority of our employees, the achievement of site performance measures is generally the key-driver of performance-related awards. While bonus plans vary by site and region, measures generally focus on safety, environment, production and cost.
- For our employees in executive, management, technical, professional and administrative roles, total compensation is linked to individual, site and Company performance, through our short-term incentive program and equity awards. Under our short-term incentive compensation program, we measure performance at a site and company level against the "Four Point Plan". The first of these Four Points is "First Priorities", an ESG measure which includes leading and lagging indicators in areas of safety, environmental and community relations performance.
- For our most senior executives, we assess company performance in the short-term incentive plan against five key areas which make up the "SLT measures". The first of these is the Corporate Responsibility Performance Metric which has a 20% weighting and is used to assess ESG performance, specifically in the areas of safety, environment and community relations. We also include certain specific ESG initiatives in the Targeted Strategic Accomplishments measure, such as diversity.

Matters pertaining to Compensation fall within our Human Resources Management System and as such are the responsibility of the Vice-President, Global Human Resources. Oversight and governance are the responsibility of the [Human Resource and Compensation Committee](#) of the Board of Directors.



To learn more about executive compensation, see our most recent [Management Information Circular](#).