

Kinross' COVID-19 Response

In early 2020, the coronavirus began sweeping across the globe. At Kinross, we moved quickly to adapt, prioritizing our Core Value of Putting People First.

Across our global business, we have taken a precautionary and preventive approach focused on the health and well-being of our employees, their families and communities. At the same time, we are protecting jobs and working to understand the impacts and risks caused by the pandemic to our employees and other stakeholders.

In late January 2020, Kinross established a cross-functional Pandemic Task Force to create and help implement protocols to both manage and combat the spread of COVID-19 in our offices and operations. Since the Task Force was created, its recommendations continue to be based on the advice of public health officials, as well as medical experts and travel advisers. Plans are updated regularly.

Regular communication from Kinross' President and CEO to all employees, through town hall meetings and email updates, ensured clarity around the Company's approach to the crisis, and highlighted how Putting People First is the bedrock of Kinross' culture.

Since the pandemic began, through to the end of June 2020, Kinross has reported approximately 250 cases of COVID-19, (~1% infection rate for our employees + contractors) of which only two people have required hospitalization. Overall, the majority of cases were due to off-site exposure in the community.

Our Approach

Governance

Our Pandemic Task Force, led by the Vice-President, Safety and Sustainability, and reporting to the Chief Technical Officer, has met weekly since January 2020 and provides weekly updates to Kinross' Senior Leadership Team. Regular updates have been provided to Kinross' Board of Directors. Bi-weekly update meetings are also held with all Kinross regions and sites. These meetings provide opportunities to share learnings and best practices among our operations.

We established separate working groups to inform the Task Force on subject-specific impacts, including: health and safety, employee well-being, remote worker support and data privacy, business resilience, community impacts, and government relations.



Protecting health and safety

In early March, we enacted protocols across all of our mines, projects and offices to mitigate the risk of infection. Following the advice of public health experts, we implemented key measures to encourage working from home whenever possible, support physical distancing, additional hygiene practices, and other protective measures.

Since the outset, our goal has been to ensure that our workplaces remained safe and that mitigation measures to prevent the spread of COVID-19 were robust and actionable. Critical measures at all sites included:

- thorough screening at entry points,
- adjustments to rotation schedules to reduce shift change overlap,
- special accommodation for people in high-risk categories,
- increased cleaning and disinfection,
- on-site isolation facilities,
- increased medical preparedness and emergency medical plans

In addition to measures at sites, we also restricted travel and closed offices. To learn more, see <https://www.kinross.com/news-and-investors/covid-19/>.



Employee well-being and mental health support

We recognize that the pandemic affects the physical and mental health of our workforce. We consider employee well-being from different perspectives including mental health, individuals who might be at higher risk from infection, and employees working at site or remotely who need support. Many of our sites and offices have introduced online group activities to connect with colleagues and their families. For example, at Paracatu, we are conducting a series of webinars with employees on various topics such as motivation, ergonomics, environment, and health.

We have provided awareness training at all of our sites and offices to ensure that employees are aware that help is available. In addition, many of our employees have access to online well-being tools, including a counselling hotline.

COVID-19 Champions Initiative

In May 2020, we launched our COVID-19 Champions initiative to recognize employees who have made exceptional contributions to help their colleagues, the Company and their communities.

Nominations cover:

- **Health and safety** – by going above and beyond to reduce the spread of COVID-19
- **Innovation** – by generating creative ideas on how to manage operations and business functions
- **Community support** – by helping others in the community; and,
- **Increasing team morale** – by maintaining social connections and raising colleagues' spirits during this challenging time.

One champion is selected every week to be featured on the global [Kinross World](#) website and receive a letter of recognition from the CEO.

Protect the right to privacy

We considered privacy from two perspectives: protecting the identity of individuals who may have been infected with COVID-19 and protecting personal and Company data. Regular communications from our CEO helped maintain awareness of the importance of privacy, thereby giving employees the confidence to take proactive action to stay at home if necessary.

In terms of data protection, we implemented measures to ensure resilient, secure communications, and data management for our sites, offices and remote-working employees. The Kinross global network and cybersecurity architecture was designed to accommodate a mobile, global workforce, and security controls for remote or travelling workers have been in place for several years. Additional measures taken to ensure privacy include:

- Conducted a formal assessment to validate the effectiveness of IT cybersecurity controls for a completely remote corporate workforce.
- Deployed additional end point security updates to enable weekly scans (malware and anti-virus).
- Ensured security tools were in place to deliver similar protection for remote workers compared to office locations that are behind the Company network firewalls.



Business continuity

The Company took prudent measures at an early stage to maintain business resilience and account for potential impacts to operations. Business measures included:

- Drew down \$750 million from the Company's \$1.5 billion revolving credit facility as a precautionary measure to ensure balance sheet strength during an uncertain time, of which \$250 million was repaid on July 24, 2020.
- Prepared and implemented business continuity plans to mitigate operational and supply chain risks, including:
 - Wherever possible, increased stocks of key consumables to at least three months on hand, ordered additional critical spares, assessed potential disruptions, and identified alternative sources of supply.
 - Ensured the global workforce received proper communication and accommodation, as more employees worked from home.
 - Actively managed metal shipments to mitigate impacts of the suspension, or risk of suspension, of operations at several refineries.



Through these measures, gold production has continued at all of our sites to date.

Protect the health of host communities and access to public health

We analyzed the pandemic risk to our local communities including: the degree of physical connectivity between our mine sites and the host community, the quality and availability of local health care, the presence of, and impact on, vulnerable groups, and the culture of compliance with physical distancing measures. We also took into account the official restrictions and rules put in place by authorities.

With this information, we adapted our community engagement plan and planned community activities to respond to the impacts and risks of the pandemic. Key impact areas cover:

- **Social effects of isolation:** consequences of stress, confinement, and food security.
- **Health:** distance from, and capacity of, local health care facilities.
- **Economic effects:** loss of employment and sustainability of small businesses.

As the impacts of the pandemic have played out differently across our host communities and at different times, we have responded accordingly. By the end of June 2020, Kinross' COVID-19 response included approximately \$5.4 million in donations at the local community, regional, and national level in our operating jurisdictions and in Canada.

Engagement and learning from our peers

Throughout the pandemic, we have been participating, listening, learning and sharing across multiple disciplines (health and safety, community relations, human resources, information technology, finance, etc.), participated in industry groups and liaised with other organizations, while learning from best practices across the globe in order to inform our response. Some of these actions include:

- Participated in the Mining Association of Canada's COVID-19 Working Group.
- Engaged in the Devonshire Initiative's survey and working paper on pandemic response, across its industry and civil society membership.
- Reviewed and considered guidance from organizations such as Business for Social Responsibility, Canadian Business for Social Responsibility, UNICEF, and Oxfam Canada.



COVID-19 Related Activities in Kinross Communities

Focus	Highlights
 <p>Community Health</p>	<p>Co-ordinated and partnered with national and regional health authorities, local communities and non-governmental organizations (NGOs) to deliver support where most urgently needed</p> <p>Among our initiatives, we provided masks and other personal protective equipment (PPE) supplies in all our host communities, worked with local authorities to build awareness on how to mitigate the spread of the virus, provided resources to deal with stress during this difficult time, including a families-in-crisis hotline in Alaska and outreach services for families in Nevada.</p> <p>In Toronto, we made a donation to the Sunnybrook Foundation in support of an urgent research initiative for COVID-19 treatment.</p>
 <p>Health Services</p>	<p>Support to health-care institutions and hospitals, including providing emergency medical supplies, equipment and COVID-19 test kits</p> <p>In Mauritania, we donated 38 ambulances and worked with the Health Ministry to improve facilities in the emergency ward of the main hospital in Nouakchott; in Russia, we are working with regional health authorities in Chukotka, Magadan, and Khabarovsk to supply equipment to improve hospital capabilities. In Brazil, Kinross is collaborating with the Minas Gerais federation of industry to support health services, and provided test kits for the hospital in Paracatu.</p>
 <p>Food Security</p>	<p>Contributing to food security for vulnerable families and individuals with limited access to food during stay-at-home orders</p> <p>In Alaska, we partnered with local charities to provide food for homeless and elderly people. In Nevada, we worked with local partners to deliver supplementary school meals to families in need, increased the capacity of local food banks through donations of fridges and freezers, and delivered food packages to individual elderly people. In Mauritania, we expanded the scope of our annual Ramadan food donation in rural communities and have refocused our community investment plan for the rest of 2020 to target food security as a priority. In Chile, we are supporting vulnerable families in the Paipote neighbourhood of Copiapó with food stamps for use in local shops.</p>
 <p>Local Economy</p>	<p>Helping local community businesses and community organizations survive the impacts of the pandemic</p> <p>In Nevada, we partnered with the SW Nevada regional development authority to provide grants to more than 30 businesses. In Alaska and Nevada, we supported local businesses by purchasing gift cards and donating them to hospital emergency room volunteers, medical staff and food security volunteers. In Chile, we worked with local authorities to implement an online "cyberweek" promotion to help local small businesses maintain sales. At Tasiast, we engaged a local women's co-operative, previously trained through a Company program, to make face masks for our employees and their families. A similar initiative was done at Chirano with local youth groups. In Brazil, we developed an online portal for Paracatu's well-established Integar program along with links to a wide variety of community initiatives (http://integrarcontracovid.com.br/).</p>



Case Study: Tasiast

At Tasiast, we have demonstrated our commitment to prioritizing the health and safety of our team by taking numerous preventive measures against COVID-19 in accordance with the advice of global and local health authorities, providing additional compensation to employees during the pandemic and following all applicable labour laws and government regulations. We recognize that continuing to safely operate Tasiast will maintain significant benefits to the local economy during this challenging time, not only through maintaining stable employment, but also through the payment of taxes and support for local businesses.

Safety measures and enhanced transportation protocols

A number of new procedures were implemented at Tasiast in response to COVID-19 to protect employees and mitigate against the spread of the virus. These strict practices and protocols included physical distancing, enhanced screening processes given the mine’s remote location, increased sanitization, and the implementation of quarantine protocols with dedicated quarantine facilities.

Tasiast has also put in place stringent transportation protocols to help keep employees safe, with three teams located at the mine site, and in Nouakchott and Nouadhibou working to screen employees in transit to, or from, Tasiast.

Before being cleared to travel to site, employees are screened for COVID-19 at the Company bus station. Employees register with Human Resources personnel, answer a questionnaire to determine their eligibility for testing, and then proceed to meet with a member of the medical team. A sample is then taken for rapid testing, with results delivered in under 30 minutes. Only employees with confirmed negative test results are eligible to board the buses travelling to site.



Local support

Tasiast has provided support to the region and the Government of Mauritania, donating 38 ambulances to assist with efforts to manage the COVID-19 pandemic. In addition, the Company has provided equipment and supplies to upgrade the isolation facility at the main hospital in the capital city of Nouakchott, and donated food supplies to rural families during the Ramadan period. In addition, we provided support to Mauritania’s Ministry of Health for COVID-19 preparedness through the printing of materials for a national health and safety public awareness campaign to help limit the spread of COVID-19.