



THE KINROSS WAY FOR DIVERSITY AND INCLUSION

Commitment to Diversity and Inclusion:

As a global company Kinross Gold Corporation (and all subsidiaries and affiliates herein known as “Kinross”) has a commitment to embrace and promote diversity and inclusion where we work and with whomever we do business. We strive to create an inclusive culture where diversity is valued and respected. We bring diverse employees together and give them the opportunity to contribute their unique skills, experiences and perspectives. Building on the richness of our people we are able to be a more successful organization which generates value for our stakeholders through responsible mining.

What is Diversity and Inclusion?

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.

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 diversity 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 and inclusion guiding principles in line with our core value of Putting People First.

Guiding Principles:

Kinross’ Diversity and Inclusion 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 for the purpose of reducing the number of expatriates and creating opportunities for increased local talent. This includes long term hiring, training and development plans for local communities.

Benefits of Diversity and Inclusion:

- **Improved company culture:** Employees who experience a sense of belonging, commitment and respect are more engaged and are more likely to have higher job satisfaction and be more effective at their work.
- **Improved decision making:** Employees from diverse backgrounds bring a wider range of ideas, experiences, approaches and perspectives to their jobs resulting in more effective problem solving.
- **Supports license to operate:** Kinross' objective is to develop a solid long-term relationship with community stakeholders based on trust, respect, and partnership. This relationship – often referred to as “the social license to operate” – is critical to our core business of gold mining.
- **Increased attraction and retention of employees:** A workplace that values diversity and supports inclusion attracts, engages and retains diverse talented employees who will help the Company achieve its goals. Kinross wants to be the employer of choice within the mining industry.
- **Increased creativity, productivity and innovation:** Teams with a range of perspectives out-perform groups of like-minded experts.
- **Increased ability to operate in diverse locations with diverse workforces:** The more diverse our workforce the more we will be effective when operating in varied locations as we have a better understanding of the unique differences and challenges at hand.
- **Increased business performance:** The cumulative and increased effectiveness of individuals and teams resulting from a diverse and inclusive work environment results in overall better performance at all levels of the Company.

How Kinross currently supports Diversity and Inclusion:

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

- The [Code of Business Conduct and Ethics](#) which outlines a number of areas, but of significance to Diversity and Inclusion 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.
- 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 background reflect the diverse nature of the business environment in which Kinross operates.
- Kinross' global recruitment policy “**The Kinross Way of Talent Resourcing**” reinforces 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 on the basis of 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 established a **Diversity and Inclusion Committee** which is sponsored by the highest levels at the company, including the Senior Leadership Team (SLT) and the Board. In addition to developing strategies to promote diversity and inclusiveness globally, the committee will consider the establishment of targets for the representation of women in Executive Officer roles and if established, the committee will monitor progress against those targets on an annual basis, and report back to the SLT.
- Kinross has a [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. By the end of 2012, we had obtained commitments from our key suppliers, representing 80% of our total spend.

How We Will Actively Support Diversity and Inclusion Going Forward:

The D & I Committee will work to increase diversity and inclusion in the areas of recruitment and turnover and with respect to management candidates and management development. These areas were identified as having the most impact in improving diversity at Kinross.

We have developed **activity based measurements (ABMs)** for these key areas which include sub tasks, accountability and the metrics we will use to measure progress in improving them. These activities will include both global and region specific programs, as appropriate and approved by senior management.