



## Our Approach

“Getting it right on the ground” in health and safety, environment and community is the foundation of Kinross’ ESG strategy. Our health and safety strategy aspires to build a better future for our employees through three core pillars: our people, technology, and systems and processes. It is people-centric and proactive and reaches beyond regulatory compliance, embedding a values and performance-based culture throughout our entire organization and across our workforce. Our strategy is underpinned by **eight guiding principles**:

- We act and engage with humility to learn how work is done from those that do it.
- We define safety as the presence of effective controls, resilience, and competence.
- We engage and empower our workforce to create effective solutions.
- We build system resilience to minimize the consequences of failure when it happens.
- We design and maintain our systems, processes, and practices to make it easier for people to work safely.
- We focus on learning and improvement rather than apportioning blame.
- We seek to understand and shape the context that influences how people behave.
- We respond to failure in a manner that builds trust and encourages people to speak up.

Alongside our policy framework, our Health and Safety Management System (HSMS), based on leading frameworks and best management practice, includes the following key components:

- Management framework and performance standards
- Critical Risk Management
- Cardinal rules for Safety
- Employee engagement
- Comprehensive and regular health and safety training for employees and contractors
- Priority attention on leading indicators to drive, measure and reward site-level performance
- Track and benchmarking against lagging indicators (i.e., Total Reportable Injury Frequency Rate, Severity Rate and Fatalities) at corporate level
- Internal inspections
- Procedures to investigate work-related injuries, incidents and occupational illness and disease
- Annual site-level and corporate performance targets, tied to compensation through our Four Point Plan
- Monthly reporting mechanisms
- Site-level risk-based audits, as well as deep dive reviews of critical risk management controls to identify what could cause serious harm in the workplace

## Our Responsibility

Mining and mineral processing is a heavy industry relying upon large and complex equipment, handling of significant volumes of materials, and milling and production processes. Like any workplace, together with each and every employee, we have a shared responsibility to manage the potential health and safety impacts arising at our operating sites and projects, and in the local community.

## Our Commitment

Embedded in our core value of “Putting People First”, the health, safety and well-being of our workforce comes before all other priorities. This commitment is a core feature of Kinross’ [Safety and Sustainability Policy](#) and is aligned with our commitment to the **World Gold Council’s Responsible Gold Mining Principles – Principles 2 and 4**, pertaining to Risk management and Safety and Health.

### Responsible Gold Mining Principles



- 2.1 Risk management
- 2.2 Stakeholder engagement
- 2.3 Due diligence
- 2.4 Impact assessment
- 2.5 Resolving grievances



- 4.1 Safety
- 4.2 Safety management systems
- 4.3 Occupational health and well-being
- 4.4 Community health and emergency planning

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**Focus on Leading Safety Indicators**

Measuring our progress through leading indicators is integral to our safety strategy. Leading indicators support a proactive and positive approach to safety that engages employees and contractors and contributes to better safety outcomes. We have embedded leading indicators across our sites with clearly defined thresholds for leading performance (Table 1).

**Table 1: Stakeholder Engagement**

Leading Indicator	Description	Target/Threshold for Performance
<b>Corrected Hazards</b>	The number of hazards identified and corrected by site safety programs over the course of year on a per employee basis	10 corrected hazards per employee for Leading performance
<b>Field Safety Employee Engagements</b>	The number of times the average employee has a one-on-one safety discussion in the workplace with an individual more senior to their direct supervisor or senior supervisor, over the course of the year	10 field engagements per employee per year for Leading
<b>Safety Excellence Training Program</b>	Global implementation of in-house designed Safety Excellence training program, tailored specific to the cultural context at each site.	Implemented at four sites in 2023 for Leading

Our HSMS applies equally to employees and contractors and across all operations, development projects, reclamation sites and offices. As one of Kinross’ First Priorities, health and safety performance is tied to monthly and quarterly bonuses for mine site employees while for the Senior Leadership Team (SLT) it is tied to compensation as part of the Corporate Responsibility Performance Metric. To learn more see our most recent [Management Information Circular](#).

Across all of our operating sites, we have joint management-worker Occupational Health and Safety Committees representing 100% of workers. Grievances pertaining to health and safety are reported through the Kinross Integrity Hotline, under our Whistleblower Policy.

In parallel to our HSMS, we deliver a range of corporate and site-based initiatives and programs to foster a positive safety culture, engage and empower our people, and to drive safety critical performance. These include:

- **Kinross’ Global Safety Learning Forum** (Forum) – Provides an important opportunity to leverage our collective safety knowledge, draw upon the experiences of Kinross’ subject matter experts, lessons learned and industry best practices. Led by our sites, and “served” by senior management, participants include representatives from all of Kinross’ active mine sites and development projects. The Forum meets quarterly and has a rotating chair and host site.
- **Safety Excellence Program** – Our Safety Excellence program is designed to empower every worker by proactively participating in improving the safety of work and building a positive safety culture that works for their specific operation for their employees and business partners. The program is tailored to the reflect the unique cultural, demographic and spiritual characteristics of an operation.
- **Critical Risk Management** – Our critical risk management program (CRMP) tracks the presence and effectiveness of critical controls, versus the absence of incidents, as the primary focus of safety performance. Across Kinross sites, this means that rather than waiting for an incident to occur to take corrective action, we focus on managing proactively the critical risks associated with work activities through engagement with those doing the work. The goal of this program is to establish regular, measurable in-field verification that critical controls and performance thresholds are in place, and that hazards can be corrected before a serious incident occurs.

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## Employee Health and Well-being

The health and well-being of our workforce is a priority for Kinross and imperative to our business success. Across our operations and projects, we deliver a broad range of initiatives and programs to support the physical and mental health of our people in their daily lives. Our commitment begins with ensuring that we maintain healthy workplaces by meeting, and where possible, exceeding all requirements for occupational health in the workplace pertaining to air quality, exposure to hazardous and non-hazardous substances and ensuring access to required personal protective equipment.

We also deliver a broad range of programs and initiatives to support employee well-being by providing access to learning and resources, competitive employee benefits, and ongoing support for both the physical and psychological well-being of our employees and their families. To support the physical fitness of our employees and their families, most of our employees have Kinross-sponsored access to fitness facilities either on-site or in the local community, as well as opportunities to participate in sports activities.



In the area of mental health, our corporate-level mental health strategy is focused in three key areas: raising awareness of mental health among our employees and managers; normalizing conversations around mental health to reduce the stigma associated with mental illness, supported by a continued focus on advancing a culture of inclusion and belonging; and ensuring that our people have access to a range of mental health and well-being resources.

Kinross' Employee Assistance Programs also provide access to mental health resources including mobile mental health apps and access to mental health therapies such as Internet-based cognitive behavioral therapy.

## Accountability and Reporting

At the corporate level, our Vice-President, Global Health and Safety is responsible for ensuring company-wide engagement and for Kinross' safety and health strategy, management standards and performance and reports to the Executive Vice-President and Chief Operating Officer, who is accountable for health and safety at the SLT level. Employee health and wellness, including mental health, is a shared responsibility between Health and Safety and Kinross' Human Resources team.

Safety, employee health and wellness are managed at the site-level, which enables programs to be tailored to the unique needs of each site while meeting corporate standards and expectations. Accountability for safety resides with the General Manager of each operation and is reported monthly to the Chief Operating Officer.

Oversight and governance rests with the Corporate Responsibility and Technical Committee (CRTC) of the Board of Directors and performance is reported to the Board quarterly.

Kinross' health and safety performance is reported in our annual Sustainability and ESG Report, and via our social media channels and online newsletter Kinross World.



For more information on our health and safety programs and performance, see our most recent [Sustainability and ESG Report](#).