

First Priorities  
**Kinross Gold Corporation**

# The Kinross Approach to Sustainability



**KINROSS**

At Kinross, we strive to create economic benefits in host communities and countries, which are sustainable beyond the life of mine, while minimizing health and safety, environmental and social impacts of our operations. This commitment, shared by all of our employees and across the entire Company, is rooted in our core values, entrenched in our Safety and Sustainability Policy, and implemented through Kinross' governance structure and management systems. This document provides insight into those sustainability-specific elements in place across Kinross to deliver on this commitment."

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<b>Cover Photo:</b> Kinross' Mineral Hill reclamation site located near Yellowstone National Park in the United States. <a href="#">Learn more</a>			

## CEO Message to Stakeholders

Outstanding corporate citizenship is a core value at Kinross and a fundamental principle in our business strategy and value proposition. Our annual Four Point Plan strategy document, shared with every employee in the Company, declares that our “First Priorities” are to achieve our objectives in safety, environmental and social responsibility performance.

Our approach to sustainability is expressed in our Safety and Sustainability Policy, a set of non-negotiable principles of conduct for every employee.

Meeting that broad range of responsibilities consistently in a global mining organization is a daily imperative, which demands a deep-rooted commitment from every employee, supported by comprehensive and field-tested management systems.

This document describes our approach to managing the principles of our Safety and Sustainability Policy into on-the-ground results.

We take pride in our long history of cooperative and mutually beneficial stakeholder relations in the countries and communities where we operate. At the same time, we know we must continually work to maintain our social licence to operate, and we are committed to continuous improvement to keep at the forefront of evolving Environment, Social, Governance (ESG) standards and expectations.

I encourage you to share any feedback or questions on the Kinross management approach to Safety and Sustainability by contacting [sustainability@kinross.com](mailto:sustainability@kinross.com).



**J. Paul Rollinson**  
President and Chief Executive Officer



**J. Paul Rollinson**, President and Chief Executive Officer

# Sustainability Management Framework

Kinross' Safety and Sustainability (S&S) Policy is the foundation of the Company's sustainability strategy. The Kinross S&S Policy is a set of non-negotiable principles that applies to every employee and function within the Company. It defines our approach to relationships with our employees, partners, and communities, as well as how we conduct our business activities and sustainability programs across various jurisdictions and operating contexts.

## SAFETY & SUSTAINABILITY POLICY

At **Kinross**, we believe that responsible mining generates sustainable value in host countries and communities. We strive to create positive economic and social benefits and improve the overall quality of people's lives in a manner that is sustainable beyond the life of the mine, while minimizing health and safety, environmental, and social impacts of our operations.

Consistent with our core values, we conduct our activities according to the following **principles of corporate responsibility**:

### DO NO HARM

We establish standards of practice designed to **protect our workforce, environment and host communities** from negative impacts, in accordance with applicable laws and regulations in the jurisdictions where we operate.

### 1 Safety

We value the occupational health and safety of our workforce above all other priorities and implement risk controls, training, and leadership to ensure a culture of safe work at all sites at all times.

### 2 Environment

We protect the environment by proactively managing the environmental risks associated with our operations, protecting air and water quality, optimizing consumption of water and energy, protecting biodiversity and ensuring robust plans are in place for emergency prevention, preparedness, and response.

### 3 Community

We evaluate the social, environmental, economic, and post-closure impacts of our operations on communities and work with stakeholders to ensure we understand and account for their perspectives.

### MAKE A POSITIVE CONTRIBUTION

We operate in a way that creates **meaningful livelihoods** for employees, **opportunities** for suppliers and **improvements** in our host communities.

### 4 Employment

We provide a rewarding, meaningful livelihood to our employees and promote a diverse, engaged workforce.

### 5 Local Benefit

We ensure access to employment, business and economic opportunities for local communities from our operations and projects.

### 6 Community Development

We work with stakeholders to ensure our operations make a positive contribution to host communities and their sustainable development.

### ACT ETHICALLY AND TRANSPARENTLY

We **operate with respect** for human rights and we engage with our stakeholders.

### 7 Ethics

We adhere to the highest standards of business conduct and ethics in all of our dealings and operate in compliance with the law; we expect those with whom we do business to do the same.

### 8 Human Rights

We respect internationally recognized human rights, and implement best practices particularly with regard to security, indigenous peoples, and grievances.

### 9 Engagement

We engage with stakeholders in the communities where we operate, including those in vulnerable groups, and maintain an ongoing dialogue in a spirit of transparency, respect and good faith.

### CONTINUOUSLY IMPROVE

We work to improve our corporate responsibility performance through actions that **reduce our environmental impacts, enhance our contribution** to development, and keep us at the **forefront of evolving expectations**. We take a life of mine approach to mine closure, considering reclamation and closure costs and the views of our stakeholders. Through the setting of objectives and leading indicators plus internal and external audits, we seek to measure and improve performance.

We will continue to demonstrate leadership and Kinross' commitment to safety and sustainability by ensuring this Policy is implemented, maintained, and remains effective through annual reviews.



**J. Paul Rollinson**  
President &  
Chief Executive Officer



**Paul Tomory**  
Executive Vice-President &  
Chief Technical Officer

## Codes, guidelines and external standards

Our overarching S&S policy is supported and augmented by a number of policies, codes, and guidelines that address specific areas of sustainability. In addition, Kinross has voluntarily committed to a number of external ESG standards, reporting programs, and codes, which come together and encompass all areas of the Company.

The following table is a comprehensive list of the Company's internal and external ESG commitments together with the management programs which ensure consistent implementation.

Voluntary Commitments	Kinross Policy Framework	Implementing Programs
BlackNorth Initiative	Charter of the Board of Directors	Code of Business Conduct and Ethics Compliance Program
CDP	Code of Business Conduct & Ethics	Capital Expenditure Approval System (AFE)
Canadian Centre for Diversity and Inclusion	Disclosure, Confidentiality & Insider Trading Policy	Corporate Governance Guidelines
Catalyst	Diversity Policy (Board)	Critical Risks Management Program
Conflict Free Gold Standard	Donations and Sponsorship Policy	Cyanide Code Audits
Devonshire Initiative	Foreign Officials Payments Protocol	Crisis Management System
Extractive Industries Transparency Initiative (EITI)	Government Relations Policy	Engineered Risk Assessments
International Cyanide Management Code	Human Rights Adherence Verification Protocol (HRAVP)	Environmental Management System and Standards, and Compliance Training
International Network for Acid Prevention	Kinross Way for Inclusion & Diversity	Grievance mechanisms
Responsible Gold Mining Principles (RGMPs)	Kinross Way for Permitting	Health and Safety Management System and Standards
Task Force on Climate-Related Financial Disclosure (TCFD)*	Kinross Way for Project Delivery	HRAVP training, audit and risk assessment
United Nations Global Compact	Kinross Way for Tailings Management	Human Resources Strategy
Voluntary Principles for Security and Human Rights (VPSHR)*	Safety and Sustainability Policy	Human rights risk assessments
30% Club	Shareholder Engagement Policy	Tailings management system, including Tailings Scorecard
	Supplier Standards of Conduct	LBI Programs (Local Business Integration)
	Supply Chain Policy	Safety and Sustainability Audit Program
	Whistleblower Policy	Community Relations Management System (Site Responsibility Plan (SRP) Guidelines)
		Site Safety Training
		Supervisor Safety Leadership Training
		Supplier Due Diligence Program

Fig. 1

\*Indicates support for the recommendations of the TCFD and to the principles of the VPSHR.

## Sustainability Governance

While sustainability is everyone’s responsibility across all functional areas of the Company, we look to Kinross’ organizational structure to formalize the governance and management of specific areas of sustainability from the highest levels of the Company.

The chart below depicts Kinross’ sustainability governance structure from the designated operations-level health, safety, environment, and community relations teams, regional management, to the Senior Leadership Team and CEO, and ultimately, to the Kinross Board of Directors.

### Sustainability Governance Structure

Ownership By	Located Within	Responsible For	
Corporate Responsibility and Technical Committee	Board of Directors	Governance and guidance	Corporate
Chief Technical Officer	Senior Leadership Team	Company-wide sustainability strategy	
Vice-President, Safety and Sustainability	Functional group leads	Implementation of corporate sustainability strategy	
Senior Vice-President Operations	Operating regions	Sustainability performance for the region	Operations
General Manager	Active mines	Operational sustainability performance	
	Development projects		
	Reclamation sites		

The Vice-President, Safety and Sustainability is responsible for execution of Kinross’ Sustainability Strategy and leads a global team with functional responsibility for health, safety, environment and community relations. Through a direct reporting relationship to the Executive Vice-President and Chief Technical Officer, and membership on the Leadership Advisory Team, the Vice-President, Safety and Sustainability has direct input into the Senior Leadership Team. At the regional level, the Senior Vice-Presidents, Operations are responsible for sustainability performance across our three regions, Americas, Russia and West Africa.

At the board level, the [Corporate Responsibility and Technical Committee](#) (CRTC) is responsible for sustainability oversight. The CRTC is composed entirely of independent directors with knowledge and experience in sustainability-related topics, who oversee the development of strategy, policies and management systems relating to all aspects of safety and sustainability. The CRTC is also responsible for oversight of sustainability-related risks, emergency planning, crisis management plans and recovery programs, and reporting and communication with internal and external stakeholders.

To learn more about the CRTC and its priorities and recent performance, see our most recent [Management Information Circular](#).

### Pursuing high standards of governance

Kinross is dedicated to high standards of corporate governance and accountability. All directors are independent except for the CEO, and all board committees are composed of independent directors. The Board Diversity Policy embeds our gender diversity targets of 33 per cent women directors. Under the [Shareholder Engagement Policy](#), Kinross has proactively conducted regular shareholder dialogue around issues of interest beyond operating and financial performance, including executive compensation, and ESG.

## The Kinross Safety and Sustainability Management System

The primary management system for implementing Kinross' Safety & Sustainability Policy is the Safety and Sustainability Management System (SSMS). Key elements of the SSMS include:

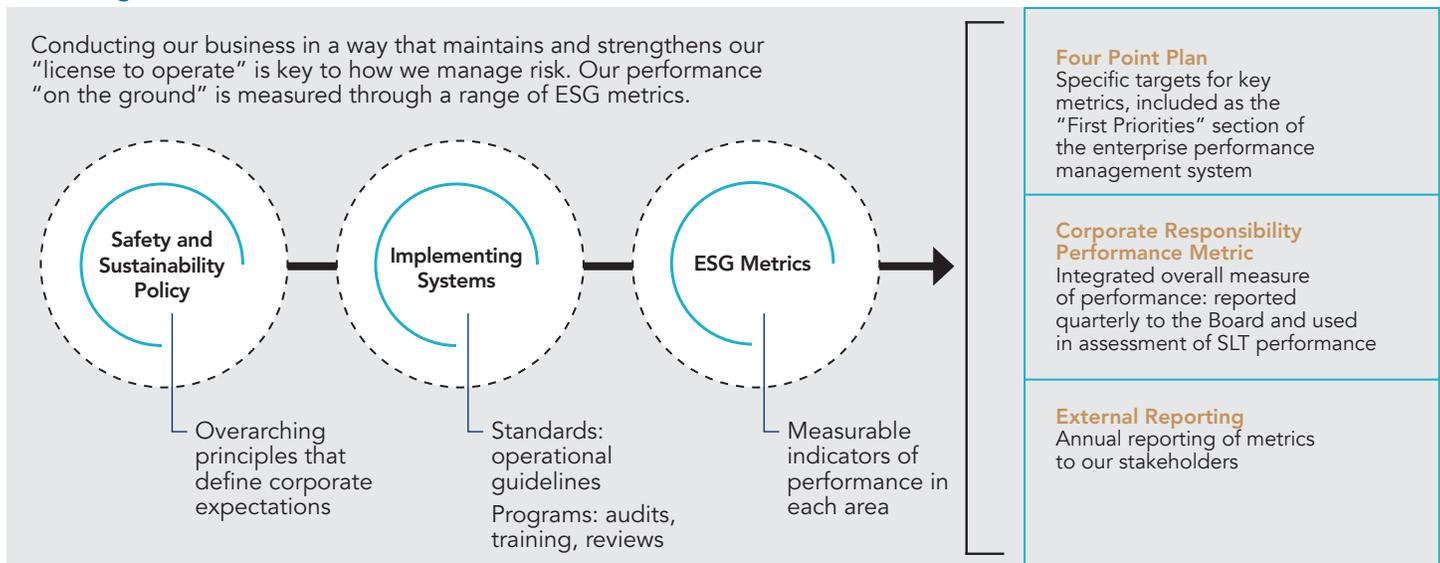
- A set of common corporate management standards for health and safety, environmental stewardship, and community relations (see [Appendix](#))
- Operational responsibility and accountability to ensure compliance with standards
- Measuring and reporting key leading and lagging performance metrics
- Identifying and integrating sustainability risk into our enterprise risk management system
- Safety and Sustainability audits to confirm site-level risks are managed and mitigated
- Training and communication to foster a culture of corporate responsibility

Monitoring and measuring our performance is essential to business sustainability. Every year we provide a comprehensive set of environmental, social and governance metrics for our stakeholders which express our overall sustainability performance.

Linking annual sustainability performance directly to compensation reinforces the focus on achieving annual targets in safety, environmental performance, and community relations.

The Corporate Responsibility Performance Metric (CRPM) is one of five measures used to assess Company performance in the short-term incentive plan for the Kinross Senior Leadership Team (SLT). The CRPM incorporates leading and lagging measures for health and safety, environment and community relations, each of which determines about one-third of the total metric. Further details are outlined annually in the discussion of Executive Compensation in the [Management Information Circular](#).

### Measuring Our ESG Performance



### Leading and Lagging Performance Metrics

	Leading Indicators — Examples	Lagging Indicators — Examples
<b>Health and Safety</b>	Employee field safety engagements Potential hazards identified and corrected Critical risk controls	Total reportable injury frequency rate vs. target Injury severity rate vs. target
<b>Environment</b>	Environmental awareness and training Water management Progressive reclamation	Environmental incidents Regulatory non-compliance
<b>Community Relations</b>	Frequency of stakeholder interactions Site benefit footprint (number of local employees, number of local businesses being used) Community investments, in-kind contributions and number of beneficiaries	Stakeholder issues and community incidents Stakeholder feedback (positive and negative; complaints and grievances) Community/social outcomes based on survey and study data Tone of stakeholder feedback (positive, neutral and negative)

For employees in executive, management, technical, professional and administrative roles, short-term compensation for corporate responsibility is measured against the “Four Point Plan,” Kinross’ annual strategic planning document. The heart of the plan is “First Priorities,” which includes performance against specific targets for leading and lagging indicators in areas of safety, environmental, and community relations performance.

## Corporate risk management and business sustainability

Kinross manages ESG-related risks to our business and our stakeholders through the corporate Enterprise Risk Management (ERM) program.

The ERM program engages every operating site, region, corporate function and project team in identifying, assessing, and addressing risks relevant to strategic business objectives. The program includes a comprehensive list of ESG-related risks to our business and operations, as well as risks to our communities and stakeholders (environmental, social, and governance risk). ESG risks are identified and addressed through a variety of activities including:

- Engineering Risk Assessments (ERAs), a comprehensive review of potential environmental permitting, safety and operational risks that could arise as a result of failures of engineered systems such as pumps, pipelines, dams and structures
- Risk assessments pertaining to human rights, security, corruption, fraud and geopolitical issues
- Evaluation of safety and sustainability risks, including health, safety, social, environmental, and climate change.

Risks are reviewed and validated by the Executive Risk Management Committee and the SLT on a quarterly basis. Board oversight resides at both the Audit and Risk Committee (ARC) and the CRTC. See our most recent [Management Information Circular](#) and [Annual Information Form](#) for more detail.

## Auditing for ESG issues and risks

We conduct regular Safety and Sustainability Audits across our operating sites. Each audit begins with a detailed review of specific risks and business challenges and assesses whether a site’s strategies, systems, procedures, and personnel are adequate to address them effectively. The audit team, comprised of internal and external auditors, along with the site team, work together to define Corrective Action Plans to address gaps and mitigate risks.

Audit results are reported directly to the General Manager of the operation as well as the regional Senior Vice-President, site functional leads and corporate functional leads, and the Vice-President, Safety and Sustainability. The audits provide sites with critical feedback and perspectives on the risks they face, while giving the Company assurance that priority areas are being addressed and risks are being managed in a manner consistent with corporate guidance.

All operations have formal emergency plans in place for a number of situations, including hazardous chemical spills and exposures. As part of compliance with the International Cyanide Management Code, all sites evaluate emergency preparedness as part of their Cyanide Code certification. Several sites have implemented the Awareness and Preparedness for Emergencies at the Local Level (APELL) program, involving co-ordination of our emergency response planning with the local community’s emergency response plan. Working with local communities, we also carry out emergency drills to simulate emergencies such as a tailings dam failures.

Hazardous Waste Operations and Emergency Response Training certifications are updated annually. Each Kinross site has a trained rescue team that works with local first responders to ensure coordinated response to an emergency situation. Procedures are tested and reinforced regularly through simulation exercises.

The Kinross Crisis Management System (KCMS) is a web-based tool to support efficient and coordinated responses to issues and events that could affect our business. The system includes a secure management platform that allows simultaneous communication and enables immediate updates in quickly evolving situations. As part of the KCMS, we conduct regular “tabletop” crisis simulation drills at a site, regional, and corporate levels.

## Reporting and accountability

Regular communications and comprehensive reporting from the site level to corporate, and then to the board of directors, are essential to ensuring accountability and governance. Reporting requirements are aligned with the severity and nature of an incident: the greater the magnitude and impact of an incident, the more immediate the reporting. Regular reporting is part of our ESG due diligence and SSMS and, at a minimum, includes:

- **Weekly** operations reporting on First Priorities to the Chief Technical Officer by the regional SVPs
- **Monthly** corporate-regional review of Health and Safety statistics, Corporate-Site review of environmental and community relations updates, as well as a Safety and Sustainability briefing to the Leadership Advisory Team
- **Quarterly** roll-up and internal reporting of health and safety, environment and community metrics as well as quarterly earnings external reporting to investors
- **Annual** reporting through our Sustainability Supplement, Management Information Circular, Annual Report, and Annual Information Form. Conflict Free Gold Report, United Nations Global Compact Communication on Progress, and submissions to external ESG ratings
- **Biennial** publication of Kinross’ Sustainability Report

# Turning Policy into Action: Implementing Programs

This section provides more detail on how Kinross manages our Safety and Sustainability Policy, and is structured around the key principles of the Policy. The overarching governance and risk management framework outlined in the previous section applies to each of these specific areas, unless otherwise indicated. For more detail on our management of Safety and Sustainability and most recent performance, visit our [Sustainability Report](#).

## Do No Harm

We establish standards of practice designed to protect our workforce, and minimize impacts to the environment and host communities in accordance with applicable laws and regulations in the jurisdictions where we operate.

## 1. Safety

**We value the occupational health and safety of our workforce above all other priorities and implement risk controls, training, and leadership to ensure a culture of safe work at all sites at all times.**

No job is too important or task too urgent to be done in an unsafe manner. For Kinross, this means moving beyond regulatory compliance and embedding a values and performance-based safety culture across our workforce.

Alongside our policy framework, our SSMS includes the following key components:

- Management framework and performance standards
- Regular and comprehensive training for employees and contractors
- Site level health and safety management systems
- Cardinal rules
- Leading and lagging performance standards
- Annual site-level and corporate performance targets
- Monthly reporting mechanisms
- Site-level risk-based audits, as well as deep dive reviews of critical controls
- Site mine rescue programs

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](#) and our most recent [Sustainability Report](#).

Our health and safety management system applies equally to employees and contractors, across all operations, development projects, reclamation sites and offices. At 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.

### Critical Controls

Critical Risk Management (CRM) tracks the presence and effectiveness of controls versus the absence of incidents as the primary focus of safety performance. This means that rather than waiting for an incident to occur before taking corrective action, we focus on proactively managing work activities with critical risks. This program establishes regular, in-field verification that controls are in place, and protocols to correct hazards are implemented before an incident occurs.

### Employee Engagement and Corrected Hazards

Our standard for employee engagements requires that every site employee will receive a minimum of one, one-on-one, engagement on safety with a supervisor or manager per year. Hazard identification and correction requires cross-functional teams at each site to proactively identify and correct site-specific hazards that pose a risk to safety. We track these as raw totals and benchmark against the number of employees on site, to estimate the number of safety engagements and corrected hazards each employee is involved in over the course of the year, as part of our Four Point Plan and the Corporate Responsibility Performance Metric.

## Health and Safety Certifications

Kinross' Paracatu site is OSHAS 18001 certified and all of Kinross' North American operations are CORESafety certified, a voluntary program which requires an independent third-party review to ensure compliance. Developed by the National Mining Association (NMA), CORESafety certification is designed to go beyond regulatory requirements and is considered by many to meet or exceed the ISO45001 Occupational Health and Safety Management System.

## Occupational Health and Wellness

To support the health and wellness of our employees, we provide a range of programs to address both potential occupational health risks and to support employee well-being across the company.

Employees receive training instructions on proper procedures and protective equipment to address a range of issues related to hazardous substances, noise, dust, musculoskeletal disorders, thermal stress, industrial hygiene, ergonomics and occupational health, and we regularly monitor our employees and contractors, as well as our workplace environment for exposure to occupational health hazards. All of our sites are required to engage a qualified industrial hygienist and conduct regular risk assessments of potential health issues. When significant risks are identified, formal and occupational health and industrial hygiene programs are developed and implemented. We conduct personal, full-shift monitoring of workplace air quality, supported by biological monitoring campaigns for employees and workers with duties that potentially increase their exposure to workplace contaminants. Unless more conservative exposure limits are listed in regulatory requirements, our standard is to meet American Conference of Government Industrial Hygienists (ACGIH®) recommended exposure limits.

# 2. Environment

**We recognize that mining affects the local environment. We work hard to monitor and mitigate environmental risks associated with our operations to help ensure that our overall footprint remains small.**

Our corporate environmental governance program is based on international standards for environmental management (ISO14001) and embodied in our SSMS. Our policies and procedures apply equally to all employees and contractors working across our operations, development projects, exploration and reclamation sites, as well as Kinross offices.

## Water

We manage all aspects of our water footprint, including maximizing operational efficiency, protecting water quality, and respecting the resources we share with our stakeholders. Water is a high focus area supported by a common framework of standards and guidance through the Kinross' Standard for Water Management. At all stages of the mine life cycle from exploration through to closure and reclamation, these standards provide a framework for sites to:

- Manage water use
- Mitigate water-related risks
- Protect water quality

Our strategy also recognizes the diverse and unique characteristics of our sites, some of which are located in water-stressed regions. The water strategy at each operation accounts for:

- Stakeholder locations, needs, issues, and concerns pertaining to water
- Available and at-risk water supplies, physical water scarcity, and excess water scenarios
- Appropriate operational and conservation strategies to manage water.

## Tailings Management

We are committed to managing our tailings at our operations to best-in-class standards, including: the Responsible Gold Mining Principles Principle 8 (Environmental Stewardship), the Mining Association of Canada's guidance and the International Commission on Large Dams, and incorporate best practices such as periodic independent reviews and detailed Operating, Maintenance and Surveillance (OMS) Manuals.

Our tailings management standards are applied at all Kinross sites across all stages of mine life. All of our facilities are:

- Strong and physically stable under all anticipated climatic and operational conditions
- Designed, constructed and managed to meet or exceed regulatory and international standards of best practice, and excluding submarine or riverine disposal methods
- Chemically stable so that the quality of the seepage or surface run-off does not endanger ground and surface water, and human health
- Ready for closure and in compliance with the laws and regulations of the jurisdictions where they are located.

The Tailings Scorecard tracks a comprehensive and transparent account of tailings operations, management and risks, based on site-specific key performance indicators including tailings deposition, water management, monitoring data, construction progress and closure planning. The Tailings Scorecard is reviewed quarterly by Kinross' Chief Technical Officer and reviewed at the Board level by the Corporate Responsibility and Technical Committee.

To learn more about oversight of our tailings programs and current tailings management facilities, see [Kinross' Responsible and Safe Tailings Management](#).

## Climate Change

Kinross is committed to progressive implementation of the recommendations of the [Task Force on Climate-Related Financial Disclosures](#). We integrate climate change considerations within our business strategy and across our existing operations through:

- Identifying opportunities for reduced environmental impact, in particular to diversify sources of renewable and non-renewable energy
- Making adjustments to short-term strategy pertaining to facility reliability/availability through continuous improvement and energy efficiency
- Reviewing long-term strategy pertaining to fuel type selection, facility design and adaptations to cope with adverse weather effects, and with potential regulatory changes which could impact the long-term cost of energy and potential growth opportunities
- Incorporating energy efficiency into the design of our operations, including life-cycle assessment and emissions reduction

For a more detailed overview of risks and opportunities arising from climate change, see Kinross' climate submission to the [CDP](#) and the most recent [Annual Information Form](#).

## Air Quality

Our primary emissions consist of dust from blasting, mining, hauling, dumping, crushing and stockpiling of rock. Our employees are trained to visually measure opacity and to recognize when particulate controls are needed, including bag houses, water sprays and watering/treating roadways. Our corporate-wide standards apply the North American standard of 20% opacity for these dust emissions.

Depending upon the type of operation and the nature of on-site facilities, some sites produce a range of point source emissions. Across our sites, hydrocarbon combustion in trucks, heavy equipment, and power generation sources also contribute to air emissions. Our management standard for air emissions control is applied universally to ensure that we identify point sources and control them if the emissions level can cause elevated risk. Each operating site inventories,

monitors and reports on possible pollutants, including carbon monoxide, nitrogen oxide (NOx), and sulphur dioxide (SOx), particulate, as well as a broad range of metals, some of which are naturally occurring including arsenic, cobalt, manganese, mercury, nickel and selenium.

## Biodiversity

Our commitment to protect and enhance biodiversity is embedded in our Biological Resource Management Standards and our support for Responsible Gold Mining Principle 9 (biodiversity, land use and mine closure). Key elements of our biodiversity program include:

- Baseline surveys to identify and understand the existing biodiversity value of an area
- Characterization includes, at a minimum, the IUCN Red Listed Category of all species identified and their habitat, as well as species and habitat having special protection or status under national or local regulations
- Local stakeholder consultation, including local communities, NGOs, and indigenous peoples in developing site-specific biodiversity strategies and stewardship plans
- Preparation of Biological Resource Management Plans (BRMPs), training to support their implementation, and regular reviews over the mine life cycle
- Monitoring programs and protection of both biodiversity and biological habitat
- Site-level risk-based corporate audits, including biodiversity risks.

Each operating site has a Biological Resources Management Plan that is based on the original baseline survey and ongoing monitoring that integrates land use planning and the conservation of biodiversity value.

## Waste Management

Our mining operations produce mineral wastes such as tailings (see [Tailings Management](#)) and waste rock, as well as non-mineral wastes.

### Waste rock

We ensure that the waste rock we produce is physically and chemically stable, which includes:

- Extensive studies to characterize materials that will be exposed to weathering by our activities and the potential for acid rock drainage and metals leaching (AMD)
- Waste rock Management Plans at all sites
- Regular monitoring and inspection to verify that design expectations are being met
- Reclamation plans to eliminate or minimize the potential for acid generation.

## Non-mineral waste

In the course of our mining operations, we generate a comparatively small volume of non-mineral hazardous waste and non-hazardous wastes. We dispose of materials that cannot be recycled or reused in a manner that is environmentally acceptable, in compliance with regulations and safe handling and storage procedures. All operations have recycling programs. Over the past two years, Kinross sites have strengthened programs to reduce and divert waste to recycling programs and increase the volume of waste recycled.

## Cyanide Management

Cyanide is used across all Kinross sites. Cyanide is the most efficient reagent available for the dissolution and extraction of gold. Due to its hazardous nature, we ensure that stringent controls are in place at all times to safeguard people and the environment. We are a signatory to the International Cyanide Management Code (the Code), we achieve 100% compliance with the ICMI at all of our operations and to maintaining certification at all of our active mining operations. We integrate the Code's requirements into the design of all new or expanded facilities, and routinely engage with stakeholders regarding cyanide management practices at all of our sites.

## Reclamation and Closure

We have a strong track record of returning land disturbed by mining to stable and productive post-mining land uses. This is achieved through our Reclamation and Closure Standards, which includes:

- Mine closure planning beginning in the pre-feasibility phase of a new mining project, before construction, and updated throughout the life of each mining operation
- Reclamation test plots, engineering and environmental studies, trials and research studies
- Ongoing review and update of closure plans, including consultation with local stakeholders regarding changes arising from permitting or mine expansion
- Annual review of reclamation and closure liabilities internally and by external auditors
- Formal agreements to support responsible divestment between Kinross and the purchaser of a site to ensure that closure requirements, both environmental and financial, are met, and that Kinross is protected from future liability.

Our Corporate Responsibility Management System, through our Site Responsibility Plans, also requires all of our sites to develop and maintain a Community Plan for Closure. To learn more about the social closure requirements, see [Planning for Closure](#).

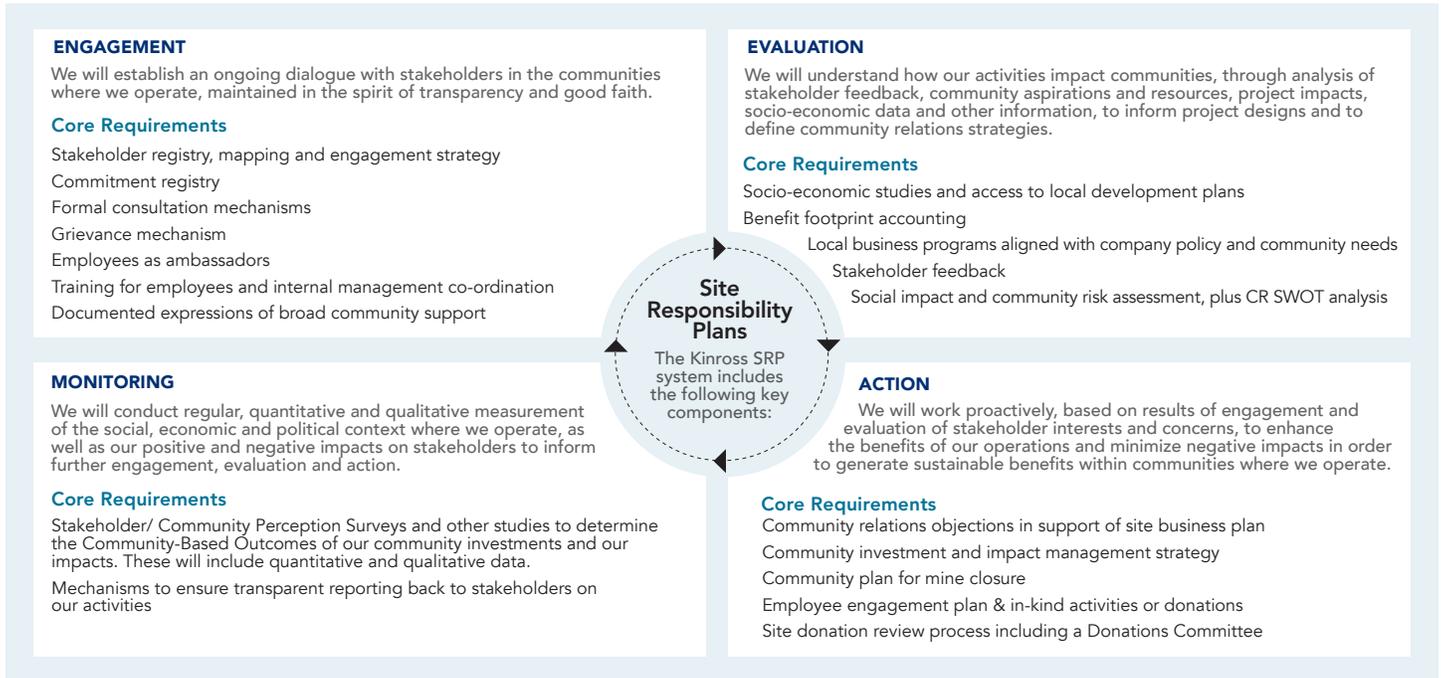
# 3. Community

We evaluate the social, environmental, economic, and post-closure impacts of our operations on communities and work with stakeholders to ensure we understand and account for their perspectives.

## Working with Local Communities

Kinross is committed to operating in a way which leads to good relationships, positive outcomes and sustainable benefits in host countries and communities.

### Key components of Site Responsibility Plan



Our Site Responsibility Plan (SRP) puts our commitment into action based on a “Plan-Do-Check Review” framework.

All operations and major development projects are required to have a SRP based on this model. We provide our exploration and reclamation sites with an abridged version of the SRP system, and to report results depending on the context of the project.

Our performance in community relations is measured across a range of key performance indicators and is linked to short-term incentives for compensation.

## Working with Indigenous Communities

Our [Safety and Sustainability Policy](#) articulates our commitment to implement best practices with regard to indigenous peoples. We respect the unique histories, languages, cultures, knowledge, traditions and values of indigenous peoples, the cultural importance of their connections with the natural environment, and the importance of indigenous institutions in realizing their aspirations for development.

Our Site Responsibility Plans outline practices that we undertake to engage indigenous peoples, including:

- Due diligence to identify indigenous peoples and understand where our activities may impact their lands, rights, or interests
- Designing projects to avoid physical relocation of indigenous peoples from their customary lands, and following international standards, such as International

Finance Corporation (IFC) Performance Standard Five for relocation when it cannot be reasonably avoided

- Early and voluntary free, prior and informed consultation to seek mutually acceptable solutions to avoid, minimize, or mitigate adverse impacts, prior to beginning activities that might cause those impacts
- Ongoing engagement with indigenous communities near our operations to understand their economic, social and development aspirations, and to contribute to their capacity to attain them
- Opportunities for training and local business development to enhance indigenous people’s participation in our activities as employees or suppliers
- Providing training to employees and contractors to promote cross-cultural understanding and respect
- Protecting and helping preserve cultural heritage from adverse impacts
- Local, community-level grievance mechanism

# Make a Positive Contribution

We operate in a way that creates meaningful livelihoods for employees, opportunities for suppliers, and improvements in our host communities.

## 4. Employment

We provide a rewarding, meaningful livelihood to our employees and promote a diverse, engaged workforce.

Management of employment-related policies, strategy, and implementation is the responsibility of the corporate Human Resources department under the leadership of the Vice-President, Global Human Resources. Board-level oversight is provided by the Human Resource and Compensation Committee (HRCC).

### Inclusion and Diversity

We respect and value people of all backgrounds and encourage diversity to unlock greater value for our business. Our [People Commitments](#) enshrine our pledge to champion diversity, a principle also embodied in policies and initiatives including our management approach to [Inclusion & Diversity](#); [Kinross' Code of Business Conduct](#); and the Board of Director's Diversity Policy.

We expect all of our operations to implement programs, identify initiatives, and celebrate events to advance inclusion. Achievements in diversity and inclusion are considered in company performance for all employees. Our Living Our Values Awards (LOVA), provides a common, unifying bond while honouring diversity in thought, and problem solving among employees globally. Our Senior Leadership Team and Leadership Advisory Team are all trained in unconscious bias and inclusive leadership, and this program is being expanded to other areas of the Company.

Kinross is a member of [Catalyst](#), an organization dedicated to "creating workplaces that work for women", the [Canadian Centre for Diversity and Inclusion](#), and the [30% Club](#) in support of women holding at least 30% of board seats. Kinross is also committed to the [BlackNorth Initiative](#). While our commitment to non-discrimination and anti-racism, and entrenched in our Code is long-standing, the BlackNorth pledge commits our Company to address the urgent need for action to foster a more inclusive and diverse workforce where everyone has access to equal opportunities.

In addition to HRCC oversight, emerging trends, regulations and reporting requirements with respect to inclusion and diversity are also considered annually by the [Corporate Governance and Nominating Committee](#) of the Board of Directors.

### Employee Development

Our [People Commitments](#) articulate our promise to employees: we will encourage them to seek out new opportunities and challenge one another to be successful, and recognize and reward their contributions.

All sites have full-time trainers, and provide training and education programs to ensure we create leaders at all levels. At the regional level, training programs address specific workplace needs such as literacy, language skills, and technical training, while others teach skills to help employees manage retirement or career transitions.

Mandatory training is provided in safety, environment, ethics including anti-corruption and bribery, and cybersecurity, along with occupational-specific mandatory training in areas such as human rights and security and supply chain/responsible procurement.

[Kinross University](#), an employee online learning platform available in five languages, is provided to support skill development and broaden knowledge. This platform also supports technical and compliance training requirements.

Other training and development programs include [Generation Gold](#), aimed at early career high-potential professionals in mining-related technical fields; [business and professional development](#) programs designed to deepen employees' expertise and experience in their fields; and an [executive development](#) program.

### Compensation

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

Our compensation philosophy is rooted in several key principles: pay for performance, competitiveness, consistency and fairness, opportunity, and 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, targeting compensation in the 75th percentile for employees and at the median for the Senior Leadership Team.

The majority of employees receive some form of performance-based award in their compensation. The combination of performance measures varies by site, region, and role, but always includes First Priority considerations (safety, environment, and in many cases community relations) among other measures.

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

## Labour Rights

Our commitment to fairness and equality is entrenched in our [Code of Business Conduct and Ethics](#), and our participation in the [UN Global Compact](#) and inherent commitment to support the Core Labour Conventions of the ILO. We are committed to maintaining policies and practices in alignment with Responsible Gold Mining Principle 6, pertaining to Labour Rights.

## 5. Local Benefit

We ensure access to employment, business and economic opportunities for local communities from our operations and projects.

Our goal is to maximize the economic value of our business which, in turn, generates social and economic benefits in host countries through job creation, procurement and taxes. Through these direct benefits, the wealth generated from our mining activities helps to reduce poverty, sustain strong communities and contribute to improved well-being and prosperity.

### Local Employment

We are committed to maximizing opportunities for local employment at our operations. In some cases, this may require development and implementation of skills training programs, which serve either for employment with Kinross and contractors or in the local economy.

Our approach is based on fairness of opportunity for people in the immediate local mine area balanced against a level playing field for all nationals. This involves actions such as identifying vulnerable groups, and implementing education programs, skills training and internships as required. Regardless of the opportunity or location, we adhere to the principles of consistency and non-discrimination as outlined in our [Code of Business Conduct and Ethics](#).

Under our SRP framework, we track and report quarterly the number of employees residing in our benefit footprint area. We also report the percentage of workforce and management hired from within our host countries, a key performance indicator within our SSMS.

Responsibility for collective bargaining resides in Kinross' three regions. While all of our employees in Canada and at our mining operations in the United States are non-unionized, collective bargaining agreements are in place currently at our operations located in Brazil, Chile, Ghana, and Mauritania.

From time to time, we face the need to reduce our workforce. Kinross has adopted an approach to retrenchment based on the International Finance Corporation (IFC) Guidelines for Retrenchment. In all cases, we adhere to Kinross' values to ensure that our employees are treated fairly, with dignity and respect. To support sites through the closure process, Kinross has developed guidance for human resources professionals: The Mine Closure Planning Best Practices Guide for Human Resources.

Employee grievances are received via the Kinross Integrity Hotline and are treated as confidential according to the [Whistleblower Policy](#).

### Local Procurement

We work with local suppliers to ensure they have the opportunity to effectively compete and win business from Kinross while meeting the Company's standards for ethical conduct, due diligence, quality, health, environment and safety.

As detailed in our Supply Chain Policy, all sites, projects and regions must have Local Procurement Procedures in place, and follow them consistently. Fairness and consistency are critical priorities. Local procurement procedures must:

- Be in writing
- Consider guidance from international best practice
- Define "local supplier" in a manner appropriate for that site, project or region
- Identify key performance metrics
- Be approved by senior management, as well as Compliance and Legal teams
- Be reviewed periodically
- Be subject to appropriate controls and administered in accordance with applicable laws.

The Supply Chain Lead must consult with Compliance and Legal, as necessary, to make sure that all decisions made and actions taken under local procurement procedures, including giving special consideration to certain suppliers during the evaluation of bids, meet this requirement.

## 6. Community Development

We work with stakeholders to ensure our operations make a positive contribution to host communities and their sustainable development.

### Community Programs and Community-Based Outcomes

We aim to sustain the positive social and economic benefits generated in communities over the life of the mine through a life of mine strategic plan. This strategy is integrated across functional areas at the mining operation, and developed through a participative process with communities which also considers eventual mine closure.

While our principal economic contribution to host communities is through jobs, local procurement, and taxes, we continuously evaluate opportunities to leverage those benefits into long-term development by supporting a broad range of local community development programs.

We identify community-based outcomes (CBOs) to measure the effectiveness of specific community programs in support of community development goals. Our CBOs support our corporate-wide focus areas of education, youth, environment, health and nutrition, local business and alternative livelihoods, and local infrastructure development.

We measure the positive social and economic benefits generated during and over the life of the mine through: company information on wages, procurement, taxes, and community investment ("benefit footprint") measured annually and cumulatively over the life of mine, publicly available socio-economic data contribution to social outcomes, and perception surveys and other stakeholder feedback. We also consider guidance for measuring well-being, such as the Devonshire Initiative's [Beyond Zero Harm](#) framework, and global objectives as expressed by the [Sustainable Development Goals](#).

### Planning for Closure

All sites are required to develop and maintain a Community Plan for Closure. This plan ensures that the site's strategy for community investment has a long-term perspective, based on stakeholder consultation, community input and focused on a sustainable legacy. Key elements of a typical site social closure plan include:

- Socio-economic baseline studies to map the impact of the loss of the mine's economic presence from the local economy

- Perception studies to determine awareness of what closure means and stakeholder priorities for the community post-mine closure
- Stakeholder mapping and engagement plan
- Closure impact and risk assessment
- Integration with other functional areas, in particular Human Resources and Supply Chain to ensure a coordinated site approach
- Where the need exists, strengthening local planning and governance capacity
- Collaboration with local partners and regulators to ensure diversification of the local economy, reducing dependence of local suppliers on the mine
- In cases where a sustainable development entity, such as a Foundation, is in place during mine operations, development of a plan for its activities post-closure
- Action plan consisting of workshops, training sessions, support for specific programs, and ongoing dialogue.

We measure our progress against a set of expected social outcomes in the local community. These include:

- Community understanding, acceptance, and ownership of its future
- Active community discussion groups and dialogue around social and business initiatives which can be developed
- Mitigation of impacts arising from closure
- Positive feedback from stakeholders regarding a transparent and inclusive process by the Company for managing closure
- Measured social, economic and other development outcomes.

The status of social closure planning at our mine sites is reported to the Vice-President, Community Relations. Responsibility for social closure resides at the site level, while overall governance is provided by our Safety and Sustainability Policy and the SRP.

Responsibility for physical site reclamation resides with the site General Manager while oversight and accountability resides within Kinross' Reclamation Business Unit, which has responsibility for reclamation and closure of Kinross' sites.

# Act Ethically and Transparently

We operate with respect for human rights and we engage with our stakeholders.

## 7. Ethics

We adhere to the highest standards of business conduct and ethics in all of our dealings and operate in compliance with the law; we expect those with whom we do business to do the same.

### Code of Business Conduct and Whistleblower Policy

The [Kinross Code of Business Conduct and Ethics](#) (“the Code”), available in all six languages spoken by Kinross’ employees, sets out the principles of conduct and ethics to be followed by all Kinross representatives, addressing a broad range of ethical and business conduct issues including:

- Workplace conduct, in particular harassment and discrimination
- Corporate responsibility, covering health and safety, environment, and human rights
- Third-party relationships and conflicts of interest
- Fraud
- Anti-bribery and corruption compliance
- Money laundering
- Fair competition
- Legal compliance
- Confidentiality
- The use of Kinross assets and intellectual property
- Donations and gifts, including political contributions
- Procedures for reporting violations.

The Code also articulates our respect for human rights by prohibiting any kind of discrimination or harassment in the workplace at Company-related events or through electronic/digital media.

To support compliance with the Code across the Company, we require quarterly sign-off for all members of Kinross’ Senior Leadership Team and their reports, and all other management level personnel (director-level and above); annual sign-off by management (director-level and above) in all jurisdictions to acknowledge that they have not violated the Code and are not aware of any violations; and sign-off on the Code by every new employee upon onboarding. Employees are trained in awareness and understanding of the Code, including strict prohibitions on corrupt activity. Robust controls are also in place to mitigate the risks of non-compliance.

Kinross’ Vice-President, Compliance provides dedicated leadership and oversight of the Company’s global

compliance with the Code and other core policies, including the management of the Whistleblower Policy, and reports quarterly to the Corporate Governance and Nominating Committee and Audit and Risk Committee of the Board of Directors. The Code sign-off process across our global operations is managed by Kinross Human Resources.

Our [Whistleblower Policy](#) provides employees and non-employees with mechanisms to seek advice about ethical and lawful behaviour, organizational integrity and to confidentially report actual or suspected improper activities regarding the Company’s accounting, internal controls or auditing matters, and any other violations of the Code including, but not limited to, violations of applicable laws and other Kinross policies. Enquiries can be made by traditional mail, submitted online, or by use of a dedicated 24-hour Integrity Hotline.

### Managing our Supply Chain

Kinross is committed to managing our supply chain ethically and responsibly in keeping with the principles of our Safety and Sustainability Policy and our commitment to align with Principle 3 (Supply chain) of the Responsible Gold Mining Principles. Our Supplier Standards of Conduct (SSoC) and our comprehensive Supply Chain Policy, including a due diligence process and online due diligence platform, support this commitment. In turn, we also expect Kinross’ suppliers to take reasonable measures with their own suppliers to ensure that the standards set out in our SSoC are implemented, as relevant.

Before doing business with Kinross, all suppliers are asked to confirm their understanding and commitment to the SSoC, to conduct their operations safely and to uphold our Code of Business Conduct and Ethics. Every two years, we require each of our suppliers to reaffirm their understanding and commitment to our SSoC.

We follow a graduated approach to supplier assessment, based on risk indicators to confirm that each supplier of goods or services to Kinross is a reliable business partner and that their conduct is consistent with the SSoC. Suppliers are categorized into low, medium and high-risk categories, and we conduct a deeper due diligence when warranted by our risk indicators.

We monitor our supply chain in the areas of environmental stewardship, social performance including health and safety, human rights, modern slavery and governance. As part of our responsible procurement program, we undertake a range of practices including:

- Screening the occupational health and safety record of contractors who perform work at our sites, as needed
- As a signatory to the [International Cyanide Management Code](#) (ICMI), requiring all cyanide manufacturers and their contracted logistics providers, ports of entry and other partners to be ICMI certified
- Requiring all explosive manufacturers to meet specific safety requirements pertaining to manufacturing, handling and use
- Screening of suppliers who have a higher risk pertaining to forced labour.

Supply Chain is responsible for Kinross' company-wide supply chain strategy and policies, reporting to our Executive Vice-President and Chief Technical Officer. Material supply chain risks that may impact operations and cash flow are tracked as key input risks in the key risk matrix, which is reviewed at the [Audit and Risk Committee](#) and the CRTC every quarter.

## Public Policy

Kinross' Code of Business Conduct and Ethics, together with our Government Relations Policy, provides the core framework of guidelines, standards and compliance expectations pertaining to engagement with host governments and employee participation in the political process.

Kinross' Senior Vice-President, Government Relations is responsible for Kinross' government relations program company wide. At the region and country levels, Government Relations Leads are responsible for government relations regionally and in host countries.

Government relations risks are reported quarterly to the Board's [Risk and Audit Committee](#). Material government relations issues are discussed with the full Board at every meeting, as needed.

## Engagement with Government

Engagement in public policy is a valuable way to have a positive impact on our host communities, contribute to positive development in our host countries and to advance the goals of the Company. We participate in the legislative and political process in a variety of ways, in order to positively impact the environment in which we operate, to increase the likely success of our operations, and to enhance our future opportunities.

Our public policy activities focus primarily on working with our industry trade associations globally to ensure that Kinross' position on important issues is represented. These groups can include industry trade groups, business associations or sector associations, or similar organizations founded and funded by companies or businesses that operate in the mining or extractive resource industry.

## Political Donations

In general, Kinross discourages political donations. The Company makes limited political donations as permitted by applicable law.

The Code, our Government Relations Policy, Guidelines and Policy Compliance standards, and the Kinross Gold Corporation Donations and Sponsorship Policy.

Proposed donations are subject to a rigorous approval policy and require a clear justification, detailed information regarding proposed recipients, and value in local currency and U.S. dollars. Submissions must confirm that any potential donation under consideration complies with the laws within that jurisdiction and does not violate the US Foreign Corrupt Practices Act and the Canadian Corruption of Foreign Public Officials Act.

## Tax Transparency

Our Code of Business Conduct and Ethics guides our approach to taxation. We are committed to managing all of our tax obligations within the Organization for Economic Development and Cooperation (OECD) Guidelines and all relevant tax codes and conventions, including the new Country-by-Country tax reporting requirements, filed with Canada Revenue Agency and aligned with OECD reports.

We actively monitor OECD guidelines and tax laws to keep abreast of changes in the tax regime and to ensure continued compliance with the tax laws in the countries where we operate. Some of our operating properties are held directly through subsidiaries organized under the laws of, and domiciled in, Canada, or the jurisdiction in which our operations and offices are located. All of these countries are listed on the OECD "white list" (May 2012) of countries that are implementing the internationally agreed tax standards as endorsed by G20 Finance Ministers at their Berlin Meeting in 2014 and by the UN Committee of Experts on International Cooperating in Tax Matters at its October 2008 meeting.

Corporate transactions with and through these subsidiaries are fully disclosed to all relevant tax authorities. According to accepted international practice, all transfers of goods and services between companies within the Company are conducted on an arm's-length basis. The transfer pricing of such transactions between our companies is documented as in compliance with all legislation and is based on fair market terms and reflects the commercial nature of the transactions.

Kinross has also been a Supporting Company of the Extractive Industries Transparency Initiative (EITI) since 2011, and as such, we are committed to transparent reporting on all taxes and payments to governments every year. Kinross reports annually under the Extractives Sector Transparency Measures Act (ESTMA) detailing our payments to governments on a country-by-country per payee basis. For our most recent reporting on payments to governments, read our most recent [Sustainability Report](#) and current [ESTMA report](#).

Kinross' corporate tax obligations are the joint responsibility of our corporate office and the local Kinross subsidiary. Corporately, the Chief Financial Officer is accountable for tax matters, including compliance and reporting which are reported quarterly to the Board. At the Board level, oversight of tax matters resides with the Audit and Risk Committee.

## 8. Human Rights

Kinross' commitment to human rights is integrated into everything we do through the following standards, policies, and practices:

- Our commitment to the [UN Global Compact](#)
- Our commitment to support and respect the protection of human rights in the workplace and the community, in accordance with the [Universal Declaration of Human Rights](#)
- Our commitment to Responsible Gold Mining Principle 5 (Human rights and conflict)
- Our company values and [Safety and Sustainability Policy](#)
- Our commitment to align with the Voluntary Principles for Security and Human Rights
- [Kinross Code of Business Conduct and Ethics](#)
- Our [Supplier Standards of Conduct](#), and
- Our internal policies, practices and procedures, such as our Corporate Responsibility Management System (including health & safety, environment and community relations), labour policies and our standards for project permitting and consultation.

We use the [United Nations Guiding Principles for Business and Human Rights](#), the list of human rights as defined by the Universal Declaration of Human Rights, the International Labour Organization Core Conventions, Convention on Economic Social and Cultural Rights, and Convention on Civil and Political Rights, to help identify priorities based on the context of the host countries where we operate. Key topics applicable to our industry include: equality of opportunity, accessibility and accommodation, and compensation, freedom of association and collective bargaining, forced and child labour, public and private security, clean water, air and environmental health, and indigenous people's rights.

The Code of Business Conduct and Ethics lays down the broad principles governing human rights and provides avenues to redress suspected violation of human rights within the organization, including suppliers and contractors who have a relationship with Kinross. Overarching responsibility for the Code and its governance resides with the [Corporate Governance and Nominating Committee](#), which receives a quarterly report from management on Code compliance.

Potential human rights risk areas and relevant policies and standards to mitigate risks:

Human Rights Topic	Potential Area of Risk	Standards/Applicable Kinross Policies	Kinross Initiatives
Workplace	As with any multinational company, respect for workers' rights is an important focus in all jurisdictions. This includes workplace standards for our contractors. Through our participation in the UN Global Compact, Kinross is committed to promoting the core International Labour Standards (ILO).	Code of Business Conduct and Ethics; Whistleblower Policy; Supplier Standards of Conduct; Supply Chain Policy; Safety and Sustainability Policy	Ensuring access to a robust grievance mechanism through our Whistleblower Policy, enables our employees and contractors to report any potential concerns with respect to human and labour rights, safety and any other workplace matters anonymously without fear of reprisals. Through our Communication on Progress, we report annually on activities relevant to the ILO core standards. We ensure that Kinross salaries are fair and appropriate within the context of each operating jurisdiction including gender considerations, and provide high quality site accommodation, health, leisure, and food facilities as appropriate.
Non-discrimination	Working with multiple cultures requires a strict commitment to building a Kinross culture of non-discrimination.	Code of Business Conduct and Ethics; Whistleblower Policy; Supplier Standards of Conduct; Our People Commitments; Kinross Way for Diversity and Inclusion; Kinross Way for Talent Resourcing	Our Whistleblower Policy and Kinross Integrity Hotline provides our workers with a confidential mechanism to report any concerns regarding potential cases of discrimination. We work proactively to mitigate the risk of bias in hiring practices.
Human trafficking, coerced labour and child labour	According to the UPR*, these practices exist in some of our host countries. Company policies ensure this should not occur at our operations, and our Supplier Standards of Conduct, Supply Chain Policy and due diligence process are designed to prevent the potential risk of these practices in our supply chain.	Code of Business Conduct and Ethics, Suppliers Standards of Conduct; Supply Chain Policy; procedure for assessment of forced labour.	Supplier pre-qualification, as well as a commitment to support our Supplier Standards of Conduct, include support for and protection of human rights.
Clean water, clean environment, and health	Kinross implements world-class practices for environmental management in order to minimize our impact on host community natural resources. Community engagement plays an important role in keeping the public well-informed regarding the Company's management of environmental impacts, addressing any real or perceived areas of concern, and supporting community health initiatives.	Code of Business Conduct and Ethics, Suppliers Standards of Conduct; Safety and Sustainability Policy; Corporate Responsibility Management System, Environmental Management Standards; Site Responsibility Plans	Our Safety and Sustainability risk-based audit program enables us to take an integrated approach to identifying and mitigating potential risks at each of our operations. All sites are required to have community engagement plans in place, which together with grievance mechanisms in each community, help ensure that potential local concerns about water, environment and health risks are heard, understood and resolved.

Human Rights Topic	Potential Area of Risk	Standards/Applicable Kinross Policies	Kinross Initiatives
Arbitrary arrest and torture	According to the UPR* framework, the actions of public security forces in some host countries sometimes deviate from accepted norms. Diligence is required to ensure security programs at our operations, whether public or private, are conducted in a way that respects human rights, consistent with the Voluntary Principles on Security and Human Rights (VPSHR).	Human Rights Adherence and Verification Program, Security Policy	Our Human Rights Adherence and Verification Program (HRA&VP) includes annual training at all operating mines to ensure that all security personnel, as well as key site management, understand and are consistently compliant with human rights best practices.
Corruption	Corruption may compromise the proper control functions of government officials or regulators, or prevent host communities from receiving value generated by mining. The UPR* cites corruption in areas such as judiciary, police, and general bureaucracy in some host countries. Kinross has a zero-tolerance policy for bribery and is a Supporter of the Extractive Industries Transparency Initiative.	Code of Business Conduct and Ethics, Whistleblower Policy, Government Relations Policy and Guidelines, Supplier Standards of Conduct, Supply Chain Policy, Anti-Corruption Payments Protocol, Donations and Sponsorship Policy, Disclosure, Confidentiality and Insider Trading Policy	Kinross' due diligence process supports our framework of policies and standards pertaining to anti-corruption. An ongoing global anti-corruption training program is also in place and conducted regularly to maintain employee and management awareness of Kinross' expectations for ethical conduct and to recognize risks of corruption.  In our interactions with public officials, we follow a strict compliance protocol to verify that our activities do not violate the US Foreign Corrupt Practices Act (FCPA) and the Canadian Corruption of Foreign Public Officials Act (CFPOA).
Indigenous Peoples	In some areas, indigenous peoples have been historically disadvantaged and may experience discrimination of other forms of political and social disadvantage that hinder their self-determination. When undertaken responsibly and in consultation, in accordance with the Company's guidelines for indigenous relations, mining can be a strong source of positive benefits for the indigenous communities.	Safety and Sustainability Policy, Environmental Policy and Standards, Site Responsibility Plans.	Kinross' Site Responsibility Plans (SRP) require sites to conduct due diligence to understand where our activities may impact the lands, rights, or interests of indigenous peoples. Our consultation process requires us to identify mutually acceptable solutions to avoid, minimize, or mitigate adverse impacts prior to beginning any activities that would cause those impacts.
Life, Liberty, and Security	Host communities often have strong negative perceptions and fears that mining will impact their lives and those of their children. Kinross strives for transparency and strong community engagement during project permitting and throughout the mine life cycle with the goal of allaying negative concerns and delivering positive benefits.	Safety and Sustainability Policy, Corporate Responsibility Management System	Identifying, assessing and avoiding impacts and risks to human rights through our business activities over the life of mine and in our supply chain.

\*UPR – Universal Periodic Review conducted by the UN High Commissioner on Human Rights

## Security and Human Rights

Kinross' Human Rights Adherence and Verification Program (HRA & VP) is our internal program to ensure that our approach follows the [Voluntary Principles on Security and Human Rights](#). The HRA & VP includes the following core elements:

- **Annual Training** at all Kinross operating mines to ensure all security personnel (Kinross and private) and key site management understand and are consistently compliant with human rights best practices and standards as they relate to security. Public security forces are invited and encouraged to attend.
- **Monitoring** the records of private and public security providers used by the Company
- **Comprehensive Audits** conducted annually to assess risks and measure public and private security compliance across all Kinross sites
- **Human Rights Risk Assessments** as part of the site security audits at each site, consistent with the Verification Program from the Voluntary Principles on Security and Human Rights guidelines

- **A robust reporting system** for allegations reporting and verification, investigation and resolution, monitoring of investigations by public officials, and other essential elements of security oversight. Grievances pertaining to security and human rights are managed through our [Whistleblower Policy](#).

Executive level responsibility for human rights resides with the Executive Vice-President and Chief Technical Officer and with the Executive Vice-President and Chief Legal Officer.

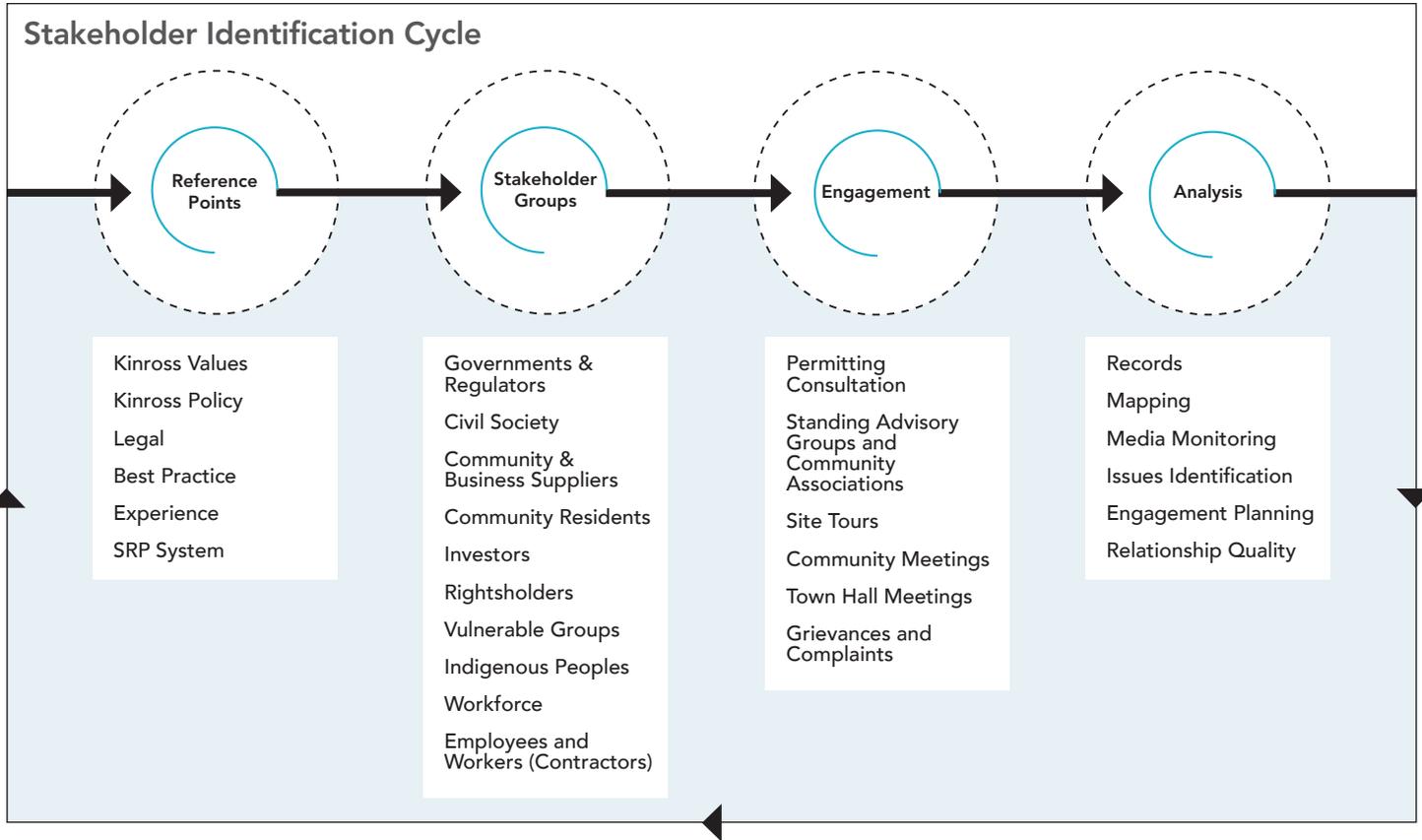
Risks relating to human rights form part of the key risk profile reported to the [Audit and Risk Committee](#) (ARC) and the [Corporate Responsibility and Technical Committee](#) (CRTC) of the Kinross Board of Directors on a quarterly basis. The CRTC is responsible for oversight with respect to security and receives an annual security update from the Vice-President, Global Security. Material security risks are reported to the ARC and the CRTC every quarter.

# 9. Engagement

We engage with all of our stakeholders in a spirit of transparency, respect and good faith.

## Stakeholder Engagement

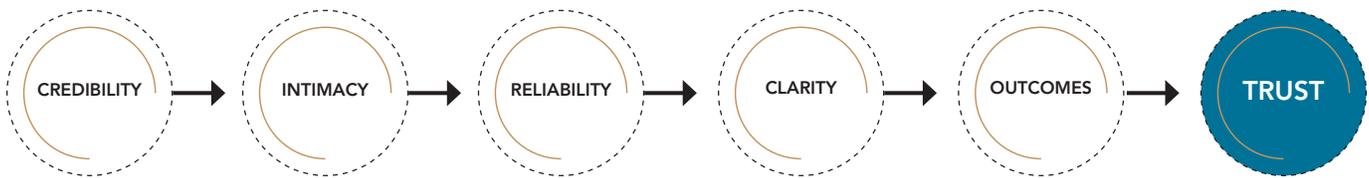
At all levels, from corporate to local communities, Kinross’ commitment to stakeholder engagement is embedded in our Safety and Sustainability Policy and the global principles which we follow. Our Government Relations Policy also provides a robust policy framework and guidance for Kinross’ relationships 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.



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.

Our Relationships analysis tool helps us develop a better understanding of stakeholder relationships and improve our stakeholder engagement strategies. It is based on the basic needs of a relationship, the indicators used to measure each relationship need, and guidance for practical application.

## Relationships Analysis Tool



Need	Indicator	Description
Sincerity (Credibility)	Respect	Regard as being worthy of special consideration
	Communication	Listen and being listened to, facilitating transformative dialogue
	Balance of Power	Influence of each party on the other and final outcomes
Personalized (Intimacy)	Affection	A feeling of liking or caring for the other party
Routine (Responsibility)	Frequency	Frequency of significant interactions between the parties
	Stability	Consistent and predictable interactions
	Conflict Resolution	Resolution mechanisms are used productively to strengthen the relationship
Clarity	Goal Compatibility	Achieving the goals of one party supports obtaining the goals of the other
	Mutual Understanding	Each side can correctly express what the other side is saying
	Focus	Clarity about who should be involved and about the matters at stake
Outcomes	Productivity	The parties are achieving their expected results
	Trust	To believe in the other despite uncertainty

The relationship tool is based on research by Dr. Jan Boon (deceased 2020) on company – community relationships (Relationships and the Course of Social Events during Mineral Exploration: An Applied Sociology Approach: Springer briefs in GeoEthics, 2020).

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.

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 with a broad range of stakeholders.

All operating sites have community grievance mechanisms in place to help ensure stakeholder concerns are heard and resolved promptly, following a transparent and well-established procedure. 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
- Completion of key stakeholder meetings against plan and tone of meeting
- 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 tracks community perceptions through periodic surveys conducted by independent service providers.

To continuously improve our community relations work, we conduct regular training for site community relations staff, including visits between different mine sites and attendance at conferences and meetings.

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.

## Appendix

### Kinross Safety and Sustainability Management System: Management Standards

Kinross' Corporate Responsibility Management System is comprised of our Health and Safety Management System,

our Environmental Management System and, for Community Relations, our Site Responsibility Plan (SRP). Each of these components includes detailed management standards establishing minimum performance expectations that each operating site adapts for local context.

#### Health and Safety Management System

Management System Standards		High Risk and Hazard Control Standards	
HS-S-01.01	Program Leadership and Commitment	HS-S-51.01	Working at Heights
HS-S-02.01	Risk Management	HS-S-52.01	Mobile Equipment and Vehicle Safety
HS-S-03.01	Training	HS-S-53.01	Traffic Safety
HS-S-04.01	Group Health and Safety Meetings	HS-S-54.01	Energy Isolation
HS-S-05.01	Emergency Preparedness	HS-S-55.01	Hot Work
HS-S-06.01	Standard Operating Procedures	HS-S-56.01	Cranes, Rigging, Lifting, and Towing
HS-S-07.01	Occupational Health and Hygiene Management	HS-S-57.01	Ground Control
HS-S-08.01	Management of Change	HS-S-58.01	Confined Spaces
HS-S-09.01	Rule Compliance	HS-S-59.01	Electrical Safety
HS-S-10.01	Contractor Management	HS-S-60.01	Machine Guarding
HS-S-11.01	Planned Inspections	HS-S-61.01	Explosives Management
HS-S-12.01	Task Observations	HS-S-62.01	Excavation Safety
HS-S-13.01	Incident Reporting and Investigation	HS-S-63.01	Road Going Vehicles
HS-S-14.01	Corrective and Preventative Actions	HS-S-16.01	Exploration Drilling and Equipment Procedures
HS-S-15.01	Audits and Assessments	N/A	Kinross Cardinal Rules

#### Environmental Management System

01.1	Environmental Policies	10.01	Borehole Planning, Construction, Abandonment
01.2	Communication and Consultation	10.02	Supplier Management
01.3	Environmental Reporting	10.03	Air Emissions Control
01.4	Roles, Responsibilities, Authorities, Resources	10.04	Water Management
01.5	Environmental Management Systems	10.05	Chemical and Petroleum Management
01.6	Objectives, Indicators, and Targets	10.06	Geological Materials Management
02.1	Environmental Aspects Identification and Planning	10.07	Tailings Management
03.1	Hazard Risk Assessment	10.08	Waste Management
03.2	Engineered Risk Assessment	10.09	Land Management
04.1	Environmental Emergency Preparedness	10.10	Biological Resources
05.1	Environmental Compliance	11.1	Management of Change
06.1	Project Planning, Design, Construction, Commissioning	12.1	Environmental Monitoring
07.1	Reclamation and Closure Planning	12.2	Environmental Incidents and Nonconformance
07.2	Reclamation and Closure Cost Estimating, Reporting	13.1	Environmental Inspections
07.3	Real Property Transfer Due Diligence	13.2	Corporate Environmental Audits
08.1	Environmental Training	14.1	Environmental Management System Review
09.1	Environmental Document Management		

## Community Relations — Site Responsibility Plan System

En1	Stakeholder Engagement	Ev5	Local Business Programs
En2	Stakeholder Register	Ev6	Stakeholder Feedback Analysis
En3	Stakeholder Map	Ev7	CR SWOT Analysis
En4	Strategy	Ac1	Business Plan Objectives
En5	Commitment Register	Ac2	Community Plan for Mine Closure
En6	Community Dialogue Groups	Ac3	Impact Management
En7	Stakeholder Grievance Mechanism	Ac4	Community Investment Strategy
En8	Staff Training for Stakeholder Engagement	Ac5	Donation Review Process
En9	Employees and Contractors as Ambassadors	Ac6	Employee Participation
En10	Internal Management Coordination	Ac7	In-Kind Donations
En11	Broad Community Support	Mo1	Community Monitoring
Ev1	Socio-Economic Studies	Mo2	Donations Monitoring
Ev2	Social Impact & Community Risk Assessment	Mo3	Stakeholder Perceptions
Ev3	Benefit Footprint Accounting	Mo4	Local Community Relations Transparency
Ev4	Local Economic Development Plans	Mo5	Non-numeric Data

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### Publications

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Learn more, read our most recent [Sustainability Report](#).

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