

Our Responsibility

Kinross is an equal opportunity employer. As an ethical and responsible employer, we have a responsibility to ensure fairness including equal treatment on hiring, promotion, training, compensation, termination and corrective action.

Our Commitment

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 International Labour Organization (ILO). Through these formal commitments, and demonstrated practice, we do not tolerate any discrimination on the basis of race, colour, religion, gender, sexual orientation, national origin, age or disability or according to any other applicable laws and regulations in jurisdictions where we operate. We are committed to maintaining policies and practices in alignment with [Responsible Gold Mining Principle - Principle 6](#) pertaining to Labour Rights.

Our Approach

Respect, equality and fairness are essential to our human resources strategy. We strive to ensure equal treatment of all employees across our operations during their employment with Kinross.

Freedom of Association and Collective Bargaining

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
- Mauritania

In Russia, a union was registered at Kupol in February 2012, but there are currently no union members. At Dvoynoye, a union was registered in 2015, which currently has two members. Collective bargaining in Russia is not required until a majority of employees have joined the union.

Retrenchment

From time to time, we face the need to reduce our workforce. Whether these reductions arise from difficult market conditions, adjustments in business strategy, or end of mine life, 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, in a manner consistent with international, national and local laws and regulations as a minimum standard. 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](#).

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



For more information on our workforce and collective bargaining agreements, see our most recent [Sustainability Report](#).