Planning for Closure

Our Responsibility

Kinross has a responsibility to ensure that the positive socio-economic influence of our operations creates benefits for local communities which are expected to endure post-closure, reducing the impact of job loss, supplier contracts, community investment and tax revenues. To meet this responsibility, all of our sites are required to develop community plans for mine closure in partnership with our host communities.

Our Commitment

Kinross’ commitment to a life of mine approach is embedded in our Safety and Sustainability Policy and is a core element of our Corporate Responsibility Management System. Our closure commitment extends beyond the physical and environmental reclamation of our mining operations and ensuring that related financial obligations are met, to improving the overall quality of people’s lives in a manner that is sustainable beyond the life of mine.

Our Approach

As part of our Site Responsibility Plan (SRP), all of our sites are required to develop and maintain a Community Plan for Closure. This plan is a requirement independent of operational planning for remaining life of mine and 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. The plan should be periodically updated with studies and surveys being used to measure social outcomes. Central to our approach is that mine closure preparation must be a community-led process with the mine site facilitating and providing relevant information and support.

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 what are stakeholders’ priorities for the community’s future post-mine closure
- Stakeholder mapping and engagement plan
- Closure impact and risk assessment
- Integration with other functional areas, in particular Human Resource and Supply Chain to ensure a coordinated site plan
- Where the need exists, strengthening local planning and governance capacity
- Collaboration with local partners and regulators during mine operations 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
- An 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 and oversight and accountability resides within Kinross’ Reclamation Business Unit, which has responsibility for reclamation and closure of Kinross’ sites.

To learn more about our social closure initiatives, see our most recent Sustainability Report.