

2019  
First Priorities  
**Kinross Gold Corporation**




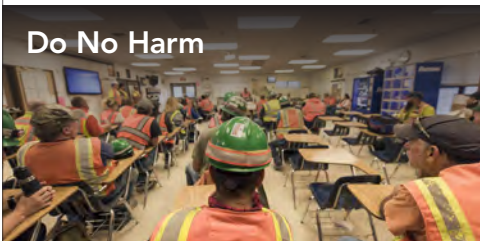

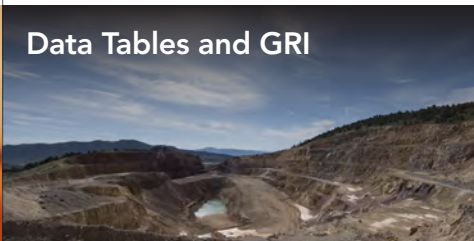

# Sustainability Report



KINROSS

This report chronicles our progress over the past two years in delivering on our commitment to responsible mining. Our goal is to provide a transparent account of our impacts, our performance, and our relationships with all of our stakeholders. This report includes our 2019 Performance Highlights, 2019 Sustainability Data Tables, 2019 Communication on Progress and our GRI Index.

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## Kinross Gold Profile

Founded in 1993, Kinross Gold Corporation is a senior gold mining company with a diverse portfolio of mines and projects in the United States, Brazil, Chile, Ghana, Mauritania, and Russia. Kinross produces gold in the form of doré that is shipped to refineries for final processing. Headquartered in Toronto, Canada, Kinross has approximately 9,000 employees worldwide. The Company is focused on delivering value based on the core principles of operational excellence, financial discipline, and responsible mining.

2019

2.5 million  
Au eq. oz.

PRODUCTION

\$3.5 billion

REVENUE

8,967

EMPLOYEES  
WORLDWIDE

\$5.3 billion

TOTAL EQUITY

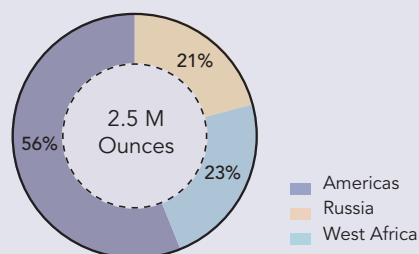
\$5.9 billion

TOTAL MARKET  
CAPITALIZATION

As of December 31, 2019

### 2019 Gold Production by Region

(Au eq. oz.)



### Kinross 2019 Benefit Footprint



**\$396 million**  
payments to  
governments



**\$2.1 billion**  
payments to  
suppliers in  
host countries



**\$735 million**  
employee wages  
and benefits

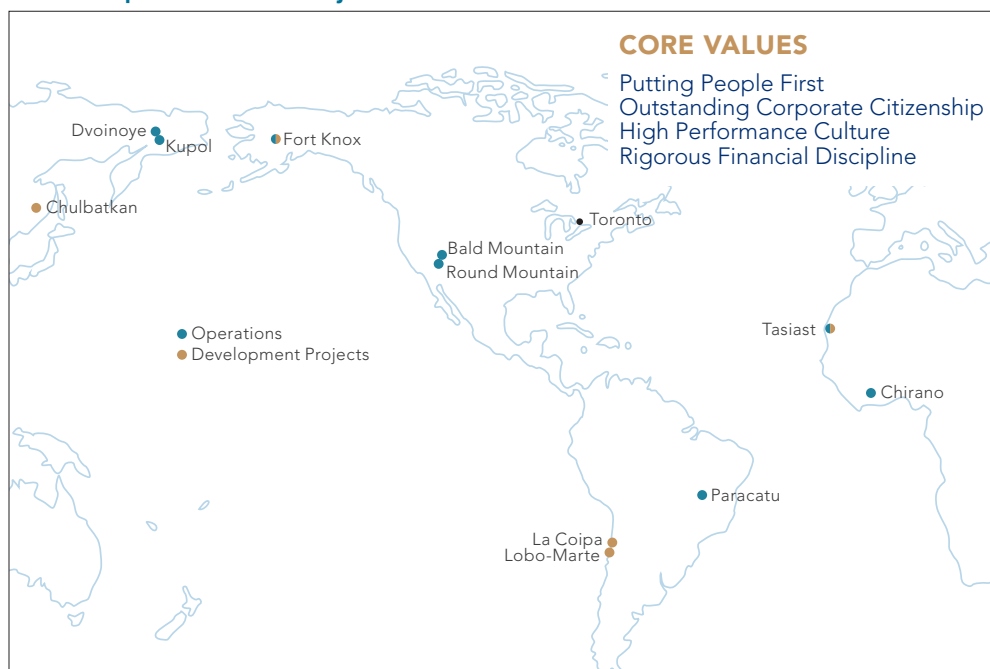


**630,000**  
beneficiaries of  
community investments



**\$3.2 billion**  
total spending  
in host countries

### Kinross Operations and Projects



**TSX: K** Toronto Stock Exchange  
**NYSE: KGC** New York Stock Exchange

Kinross Gold is a publicly traded company listed on the Toronto and the New York stock exchanges.

For more information about Kinross' operational and financial performance, see our [2019 Annual Report](#).

All figures in the Report are in U.S. dollars unless otherwise stated.





## CEO Message to Stakeholders

I am pleased to present Kinross' 2019 report on safety and sustainability, including our Environmental, Social and Governance (ESG) performance over the past two years, and welcome the opportunity to share this in-depth review with our global community of stakeholders.

Kinross' commitment to safety and sustainability is deeply rooted in our values and culture. The Company's Core Values of Putting People First, High Performance Culture, Rigorous Financial Discipline, and Outstanding Corporate Citizenship underpin a unifying culture of responsibility that is understood and practised by our people across the diverse geographies where we operate.

This values-based commitment is articulated in the principles of our Safety and Sustainability Policy:

- **Do No Harm:** We establish standards of practice designed to protect our workforce, environment, and host communities from negative impacts.
- **Make a Positive Contribution:** We operate in a way that creates meaningful livelihoods for employees, opportunities for suppliers and improvements in our host communities.
- **Act Ethically and Transparently:** We operate with respect for human rights and we engage with our stakeholders.
- **Continuously Improve:** We work to improve our corporate responsibility performance through actions that reduce our environmental impacts, enhance our contribution to community development, and keep us at the forefront of evolving expectations.

This latest biennial sustainability reporting cycle has seen events of profound importance for all of us, including the COVID-19 pandemic, global movements against climate change and systemic racism, and issues specific to our industry such as the Brumadinho tailings tragedy. How we respond as a company to these global issues comes from our values. While the content of the report has comprehensive information on our overall safety and sustainability performance, I would like to highlight some key points on these important issues:

**COVID-19:** Our response to the COVID-19 pandemic has been guided from the outset by our Core Value of Putting People First and protecting health and safety. Well before it was declared a pandemic, we had established a cross-functional Task Force to co-ordinate our global operational response, and launched a comprehensive range of practices and protocols to protect our workforce and communities.



J. Paul Rollinson, President and Chief Executive Officer

We have made a variety of resources available to support the well-being of our employees and committed \$5.4 million in support of our host communities' and governments' COVID-19 response efforts. We have supported employees affected by the virus and done everything possible to limit further spread. I am tremendously grateful to our employees for their dedication, commitment and discipline in following our rigorous protocols designed to keep everyone safe.

**Climate change:** With the geographical and climate diversity of our operations, we are acutely aware of the impacts, risks, and opportunities posed by a rapidly changing climate. Since 2005, we have reported on climate change annually to the CDP, scoring consistently in the 80th percentile compared to our peers. This year, we completed a review of our public disclosure against the recommendations of the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD) for voluntary, consistent, climate-related disclosures and are assessing climate-related impacts, risks, and opportunities at our mines and projects.

**Racism:** Recent events have brought the realities of racism into sharp focus. In June of this year, I wrote to all of our employees to highlight our strong commitment to equality, inclusion and diversity, as expressed in our Values and People Commitments. The Code of Business Conduct and Ethics explicitly addresses our anti-racism stance and we expect to expand our regular training on unconscious bias and other areas in business ethics to strengthen our inclusive culture. Recently, I signed a pledge in support of the BlackNorth Initiative.

**Tailings management:** Following the Brumadinho tragedy in Brazil, we enhanced our public disclosure on tailings management. Our tailings management program aligns



with, or exceeds, international standards and we are committed to continuous improvement, using advanced technology, and safe design, operation and closure of all of our tailings facilities.

**Responsible Gold Mining Principles (RGMPs):** Kinross is a member of the World Gold Council (WGC) and played an active role in the development of the RGMPs, which form a set of 10 umbrella principles and 51 principles that WGC members should adhere to. The RGMPs were published in 2019 and I am pleased that this report contains our first self-assessment against these principles. We conform to 94% of the principles, and over the next two years, we will advance our progress to conform with the principles, and will seek independent assurance of conformance.

Beyond these key issues, we continue to set and achieve a high standard in all aspects of ESG across our operations and projects, as reflected in the recognitions that we receive for our safety and sustainability performance. Overall, our performance is highly recognized by independent reporting entities, as shown in the benchmarking analysis we have included in this report.

A notable highlight was our safety performance, which was among the best in the industry and on par with, or better than, the safety record of companies in non-industrial sectors. We also increased the percentage of women across

our workforce, with notable gains in the number of women in technical roles. Our greenhouse gas emission (GHG) footprint remains among the lowest in our peer group on a per tonne of ore basis, strengthened by our acquisition of two renewable energy, hydroelectric plants in Brazil. We also advanced energy efficiency projects across all other sites, saving 23.8 million kilowatts annually and 11 million litres of fuel oil.

The ESG performance described in this report is a reflection of who we are as a company. I hope this report will provide you with useful insight into how we have managed the many aspects of safety and sustainability that affect our employees and our host communities. We are committed to continue learning, to review best practices, to draw from international standards, and to improve on our performance and disclosure so we are able to meet the evolving needs and expectations of our stakeholders.

I thank our employees for their continued dedication to delivering on our values and principles, and our host communities for their partnership and support.

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

## Sustainability Recognitions

- Achieved the highest ranking among mining companies in *The Globe and Mail* 2019 annual corporate governance survey, placing 33rd out of 224 companies and trusts.
- Maintained our listing on the Jantzi Social Index® for the 12th consecutive year.
- Scored in the 88th percentile in RobecoSAM's 2019 Corporate Sustainability Assessment, out of 61 metals and mining companies assessed.

## Health and Safety

- Round Mountain and Bald Mountain operations both won Mine Operator Safety awards from the Nevada Mining Association, ranking in the top three safest mines in Nevada (Bald Mountain placed first in the small metal category while Round Mountain placed third in the large metal category).
- Fort Knox's excellent safety performance was recognized by the U.S. National Mining Association as the mine received the prestigious Sentinels of Safety award in the Large Metal Mine group for achieving 1.5 million hours without a Lost-Time Injury.
- Chirano was awarded "Safest Mine in Ghana" recognition by the Inspectorate Division of the Minerals Commission of Ghana and the Ghana Chamber of Mines.

## Environment

- In 2019, for the second year in a row, we received the top ranking from the World Wildlife Fund Russia's Environmental Transparency Ranking of Russian mining and metals companies for environmental management and transparency.
- Kinross Gold received the 2019 Corporate Conservation award from Trout Unlimited USA, a conservation non-governmental organization (NGO).
- In 2018, Paracatu in Brazil was awarded the acid rock drainage (ARD) Best Practice award from the International Network for Acid Prevention (INAP).
- Chirano received the award for Best Company in Environmental Protection Campaign in Ghana, for its significant effort in protecting and preserving the local ecosystem.
- Round Mountain won the Lifetime Leader in Sustainability award from NV Energy, a major utility in the state.
















## Community and Workplace

- Recognized as a Greater Toronto Top Employer for 2019, for the second consecutive year by the Greater Toronto's Top Employers competition.
- Chirano was recognized at the 2019 Sustainability and Social Investment (SSI) Awards, receiving three awards as the top company in skill development projects, stakeholder engagement and supporting local content.





# Performance Highlights ( Favourable Unfavourable Neutral)<sup>1</sup>

Each year, we track our progress across priority key performance indicators (KPI) that are aligned to our business strategy and our Safety and Sustainability Policy.

## Do No Harm

Kinross' Guiding Principle	Metrics	2018	2019		2019 Highlights
<b>1. Safety</b> 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.	• Zero fatalities (number)	0	0		<ul style="list-style-type: none"> <li>• Strong safety performance across all sites, remaining among the top industry performers, and recording safety performance on par with low risk, industrial sectors.</li> <li>• Leading indicators of safety performance including employee field engagements and total corrected hazards exceeded our stretch targets of three per employee in each metric.</li> <li>• Over the past two years, embedded Critical Risk management (CRM) into our company-wide safety management system.</li> <li>• All of our U.S. sites are now certified under the CORESafety system.</li> </ul>
	• Total Reportable Injury Frequency Rate (per 200,000 hours worked)	0.27	0.29		
	• Total Employee Field Engagements (per employee/per year)	4.6	5.0		
	• Total corrected hazards (per employee/per year)	4.7	5.1		
<b>2. Environment</b> 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.	• Water intensity (L/tonne of ore processed)	428	419		<ul style="list-style-type: none"> <li>• Achieved notable improvements in water intensities at Fort Knox, Kupol and Paracatu. Maintained greater than 75% recycling of water consumed at operations.</li> <li>• Achieved GHG savings of 38,100 tCO<sub>2</sub>/year through energy efficiency projects carried out over the past two years.</li> <li>• Maintained record of zero reportable incidents at nine active, five inactive and three closed tailings facilities.</li> <li>• Sustained one of the lowest GHG intensities compared to peers in the gold sector.</li> <li>• Completed 95% of the reclamation of Kettle River-Buckhorn by end of 2019 including planting over 25,000 trees over the 22-hectare site. Also completed all work at the Champagne reclamation site, discharging Kinross' obligations for that property.</li> </ul>
	• Energy intensity (MJ/tonne of ore processed)	151	159		
	• GHG intensity rate (kgCO <sub>2</sub> e/tonne of ore processed)	11.6	11.9		
	• Waste recycling (% of non-hazardous, non-mineral waste recycled)	39	27		
	• Tailings facilities incidents (number)	0	0		
	• Land unreclaimed at closed sites (ha)	89	82		
	• Biodiversity (% of sites with Biological Resource Plans)	77	77		
<b>3. Community</b> 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.	• Grievances and community issues (number)	7	11		<ul style="list-style-type: none"> <li>• Maintained a high level of stakeholder engagement, receiving consistently high positive feedback.</li> <li>• Began stakeholder engagement at the Chulbatkan project in Russia and the Lobo-Marte project in Chile.</li> <li>• Adapted community engagement plans in response to the COVID-19 pandemic, focusing on the social, economic, and health effects in local communities.</li> </ul>
	• Grievance (% resolved within target time frame)	80	89		
	• Community feedback – positive expressions (number)	3,498	3,571		
	• Community feedback – negative expressions (number)	389	683		






## Make a Positive Contribution

<b>4. Employment</b> We provide a rewarding, meaningful livelihoods to our employees and promote a diverse, engaged workforce.	• Turnover – involuntary (% of total workforce)	4.3	5.5		<ul style="list-style-type: none"> <li>• Advanced our new human resources strategy including the launch of a new Learning Management System through the Kinross University online platform.</li> <li>• Continued high rate of in-country employment and maintained 85% of management hired from in-country; progressed our Mauritanization strategy at Tasiast, in line with our commitments with the Government of Mauritania.</li> <li>• Advanced our Inclusion and Diversity strategy. In July 2020, pledged Kinross' support to advance the goals of the BlackNorth Initiative to address systemic anti-Black racism.</li> </ul>
	• Turnover – voluntary (% of total workforce)	5.7	6.3		
	• Workforce from within host countries (% of in-country workforce)	98.3	98.5		
	• Gender diversity – women (% of total workforce)	11	12		



<sup>1</sup>) Based on year-over-year performance except where performance against targets is noted.

# Performance Highlights ( Favourable Unfavourable Neutral)


## Make a Positive Contribution

Kinross' Guiding Principle	Metrics	2018	2019		2019 Highlights
<b>5. Local Benefit</b> We ensure access to employment, business and economic opportunities for local communities from our operations and projects.	• Host country procurement spend (% of total procurement spend)	80	83		<ul style="list-style-type: none"> <li>• Breakdown of the 2019 benefit footprint was: 69% procurement, 20% wages and benefits, and 11% payments to governments; 80% of the total was spent in host countries.</li> <li>• Host country procurement has increased steadily since 2017.</li> </ul>
	• Total spending in-country in operating jurisdictions (\$ billion)	\$ 3.1	\$ 3.1		
<b>6. Community Development</b> We work with stakeholders to ensure our operations make a positive contribution to host communities and their sustainable development.	• Local component of total benefit footprint (value distributed locally)	20	23		<ul style="list-style-type: none"> <li>• The local component of the benefit footprint compares with 13% for regional, 44% for national, and 12% international.</li> <li>• There were over 630,000 beneficiaries of community programs.</li> <li>• Kinross EBITDA was at its highest level since 2012 resulting in a lower relative percentage of community contributions.</li> </ul>
	• Community contributions including cash and estimated in-kind (millions, and as a % of EBITDA excluding cash impairment)	\$ 8.1 0.9	\$ 8.2 0.6	 	

## Act Ethically and Transparently

<b>7. Ethics</b> 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.	• Corporate, regional and site management anti-corruption training in the last two years (% of management)	77	90		<ul style="list-style-type: none"> <li>• Completed in-person anti-corruption training at all of our mine sites in 2018 and 2019.</li> <li>• Launched a new Supply Chain due diligence portal and began assessment of suppliers in accordance with the new Supply Chain Policy.</li> </ul>
	• Substantiated cases of corruption (number)	0	0		
<b>8. Human Rights</b> We respect internationally recognized human rights, and implement best practices particularly with regard to security, indigenous peoples, and grievances.	• Substantiated allegations of human rights violations (number)	0	0		<ul style="list-style-type: none"> <li>• Conducted security and human rights risk assessments at three sites in 2019.</li> <li>• Developed a human rights tool kit to provide mine sites with a practical way of tracking their implementation of the Voluntary Principles on Security and Human Rights.</li> </ul>
	• Percentage of security workforce that completed Human Rights Adherence and Verification Program training (%)	100	99		
<b>9. Engagement</b> 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.	• Stakeholders engaged per day per operation (number of people)	33	28		<ul style="list-style-type: none"> <li>• We recorded 90,000 interactions with stakeholders in 2019, well above the target of three per day per operation.</li> <li>• Began measurement of completion of planned key stakeholder interactions and perception of meeting outcomes (90% positive).</li> </ul>
	• Key stakeholder interactions vs. planned (% completion)	n/a	94%		

## Continuous Improvement

<b>10. Continuous Improvement</b> We work to improve our sustainability 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.	• Continuous Improvement events, such as audits, training workshops and off-site sessions; plus other initiatives designed to improve governance	n/a	n/a		<ul style="list-style-type: none"> <li>• Completed self-assessment against the Responsible Gold Mining Principles; benchmarked against recommendations of the Task Force on Climate-Related Financial Disclosures.</li> <li>• Improved disclosure pertaining to tailings management, publishing Kinross' Tailings Management Report in response to the Church of England's call for greater transparency around tailings management from the global mining industry.</li> </ul>
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## About This Report

This 2019 Sustainability Report provides a comprehensive overview of Kinross' safety and sustainability performance. In this report, we have introduced a modified structure compared with prior years, aligning our narrative with the key principles which drive sustainability across Kinross: "Do No Harm", "Make a Positive Contribution" and "Act Ethically and Transparently".

Our 2019 report documents Kinross' sustainability performance across our global operations over fiscal years December 31, 2018 and December 31, 2019. We have also reported on subsequent material events which occurred in the first half of 2020, up to the publication of this report. Prior to this report, we published a 2018 Corporate Responsibility Supplement and a comprehensive Global Reporting Initiative (GRI) Standards 2017 Corporate Responsibility Report.

We follow the GRI framework for our sustainability reporting. This report has been prepared to be largely in accordance with the Core option of reporting. Readers familiar with GRI may want to use the [GRI index](#) to access this report. This report also fulfils our commitment as a participant in the UN Global Compact (UNGC), serving as our Communication on Progress (COP). The COP Index identifies report content pertinent to the Ten Principles of the UNGC.

For the first time, we have also introduced the Sustainability Accounting Standards Board (SASB) to our reporting, and where possible, we have included alignment against the key metrics in the SASB Metals and Mining Standard (version 2018-10).

### Report scope and quality


Performance data is reported for all (100%) of our nine active mining operations on an equity basis, representing 100% for all sites, except for Chirano where Kinross holds a 90% ownership position. Data for 2015 represents Kinross' 50% ownership position in Round Mountain at that time. Kinross is the only operator responsible for the management and operational performance of the nine sites. We have also reported on select initiatives undertaken at our exploration, reclamation and development properties.

## ESG ANALYST GUIDE

We recognize the increasing level of interest in ESG performance among our investors and the ESG analyst community. To facilitate assessment of our performance, we have highlighted the standards and principles that Kinross is using to guide our performance and our reporting. We encourage readers to access the indices in this report for information at the indicator level.

New to this report, we have also focused our content on Kinross' sustainability performance over the past two years migrating the majority of Management Approach (MA) narrative by topic to the sustainability pages of [kinross.com](https://www.kinross.com). We have linked MA references in this report to the relevant content which can be found on our website.

### ANALYST CORNER Ethical Conduct

 [Read Management Approach](#)

GRI 205  
RGMP Principle 1  
UNGC Principle 10

SASB  
SDG 16



### Identifies the topic as a material ESG topic

**GRI** – [Global Reporting Initiative Standards](#)

**RGMP** – [Responsible Gold Mining Principles](#)

**UNGC** – [Ten Principles of the UN Global Compact](#)

**SASB** – [Sustainability Accounting Standard Metals & Mining](#)

**SDG** – [Sustainable Development Goals](#)





These key changes have occurred since we published our 2017 Corporate Responsibility Report:

- Following the cessation of operations at the Kettle River-Buckhorn mine in 2017, only performance data for workforce, safety and land use is reported for 2018 and 2019.
- While there has been no ore mined or processed at Maricunga since 2016, performance data is reported for 2018 and 2019 due to gold ounces produced until the operation was placed into care and maintenance in October 2019.
- Our energy data for 2018 and 2019 reflects the acquisition of two hydroelectric facilities in Brazil.

As a result of ongoing efforts to improve reporting, some minor changes to previously reported data have been made and are noted throughout the report and in the 2019 Data Tables. Except where specifically noted, these changes have had no material impact on reported performance characterization.

Throughout this report, the terms “Kinross” and the “Company” refer to Kinross Gold Corporation and/or its applicable subsidiaries and affiliates. Where this report includes references to management approach and performance information that is reported in other Kinross publications, or is available on our website, these disclosures should also be considered an integrated part of this report.

### Assurance

Kinross has elected not to seek external assurance of this 2019 Sustainability Report or material performance for 2018 and 2019. If you require more information about this report, please contact:

#### Ed Opitz

Vice-President, Safety and Sustainability  
[sustainability@kinross.com](mailto:sustainability@kinross.com)  
1-866-561-3636

## Kinross' COVID-19 Response

In early 2020, the coronavirus began sweeping across the globe. At Kinross, we moved quickly to adapt, prioritizing our Core Value of Putting People First.

Across our global business, we have taken a precautionary and preventive approach focused on the health and well-being of our employees, their families and communities. At the same time, we are protecting jobs and working to understand the impacts and risks caused by the pandemic to our employees and other stakeholders.

In late January 2020, Kinross established a cross-functional Pandemic Task Force to create and help implement protocols to both manage and combat the spread of COVID-19 in our offices and operations. Since the Task Force was created, its recommendations continue to be based on the advice of public health officials, as well as medical experts and travel advisers. Plans are updated regularly.

Regular communication from Kinross' President and CEO to all employees, through town hall meetings and email updates, ensured clarity around the Company's approach to the crisis, and highlighted how Putting People First is the bedrock of Kinross' culture.

Since the pandemic began, through to the end of June 2020, Kinross has reported approximately 250 cases of COVID-19, (~1% infection rate for our employees + contractors) of which only two people have required hospitalization. Overall, the majority of cases were due to off-site exposure in the community.

### Our Approach

#### Governance

Our Pandemic Task Force, led by the Vice-President, Safety and Sustainability, and reporting to the Chief Technical Officer, has met weekly since January 2020 and provides weekly updates to Kinross' Senior Leadership Team. Regular updates have been provided to Kinross' Board of Directors. Bi-weekly update meetings are also held with all Kinross regions and sites. These meetings provide opportunities to share learnings and best practices among our operations.

We established separate working groups to inform the Task Force on subject-specific impacts, including: health and safety, employee well-being, remote worker support and data privacy, business resilience, community impacts, and government relations.



#### Protecting health and safety

In early March, we enacted protocols across all of our mines, projects and offices to mitigate the risk of infection. Following the advice of public health experts, we implemented key measures to encourage working from home whenever possible, support physical distancing, additional hygiene practices, and other protective measures.

Since the outset, our goal has been to ensure that our workplaces remained safe and that mitigation measures to prevent the spread of COVID-19 were robust and actionable. Critical measures at all sites included:

- thorough screening at entry points,
- adjustments to rotation schedules to reduce shift change overlap,
- special accommodation for people in high-risk categories,
- increased cleaning and disinfection,
- on-site isolation facilities,
- increased medical preparedness and emergency medical plans

In addition to measures at sites, we also restricted travel and closed offices. To learn more, see <https://www.kinross.com/news-and-investors/covid-19/>.



## Employee well-being and mental health support

We recognize that the pandemic affects the physical and mental health of our workforce. We consider employee well-being from different perspectives including mental health, individuals who might be at higher risk from infection, and employees working at site or remotely who need support. Many of our sites and offices have introduced online group activities to connect with colleagues and their families. For example, at Paracatu, we are conducting a series of webinars with employees on various topics such as motivation, ergonomics, environment, and health.

We have provided awareness training at all of our sites and offices to ensure that employees are aware that help is available. In addition, many of our employees have access to online well-being tools, including a counselling hotline.

## COVID-19 Champions Initiative

In May 2020, we launched our COVID-19 Champions initiative to recognize employees who have made exceptional contributions to help their colleagues, the Company and their communities.

Nominations cover:

- **Health and safety** – by going above and beyond to reduce the spread of COVID-19
- **Innovation** – by generating creative ideas on how to manage operations and business functions
- **Community support** – by helping others in the community; and,
- **Increasing team morale** – by maintaining social connections and raising colleagues' spirits during this challenging time.

One champion is selected every week to be featured on the global [Kinross World](#) website and receive a letter of recognition from the CEO.

## Protect the right to privacy

We considered privacy from two perspectives: protecting the identity of individuals who may have been infected with COVID-19 and protecting personal and Company data. Regular communications from our CEO helped maintain awareness of the importance of privacy, thereby giving employees the confidence to take proactive action to stay at home if necessary.

In terms of data protection, we implemented measures to ensure resilient, secure communications, and data management for our sites, offices and remote-working employees. The Kinross global network and cybersecurity architecture was designed to accommodate a mobile, global workforce, and security controls for remote or travelling workers have been in place for several years. Additional measures taken to ensure privacy include:

- Conducted a formal assessment to validate the effectiveness of IT cybersecurity controls for a completely remote corporate workforce.
- Deployed additional end point security updates to enable weekly scans (malware and anti-virus).
- Ensured security tools were in place to deliver similar protection for remote workers compared to office locations that are behind the Company network firewalls.



## Business continuity

The Company took prudent measures at an early stage to maintain business resilience and account for potential impacts to operations. Business measures included:

- Drew down \$750 million from the Company's \$1.5 billion revolving credit facility as a precautionary measure to ensure balance sheet strength during an uncertain time, of which \$250 million was repaid on July 24, 2020.
- Prepared and implemented business continuity plans to mitigate operational and supply chain risks, including:
  - Wherever possible, increased stocks of key consumables to at least three months on hand, ordered additional critical spares, assessed potential disruptions, and identified alternative sources of supply.
  - Ensured the global workforce received proper communication and accommodation, as more employees worked from home.
  - Actively managed metal shipments to mitigate impacts of the suspension, or risk of suspension, of operations at several refineries.

Through these measures, gold production has continued at all of our sites to date.



## Protect the health of host communities and access to public health

We analyzed the pandemic risk to our local communities including: the degree of physical connectivity between our mine sites and the host community, the quality and availability of local health care, the presence of, and impact on, vulnerable groups, and the culture of compliance with physical distancing measures. We also took into account the official restrictions and rules put in place by authorities.

With this information, we adapted our community engagement plan and planned community activities to respond to the impacts and risks of the pandemic. Key impact areas cover:

- **Social effects of isolation:** consequences of stress, confinement, and food security.
- **Health:** distance from, and capacity of, local health care facilities.
- **Economic effects:** loss of employment and sustainability of small businesses.

As the impacts of the pandemic have played out differently across our host communities and at different times, we have responded accordingly. By the end of June 2020, Kinross' COVID-19 response included approximately \$5.4 million in donations at the local community, regional, and national level in our operating jurisdictions and in Canada.

## Engagement and learning from our peers





Throughout the pandemic, we have been participating, listening, learning and sharing across multiple disciplines (health and safety, community relations, human resources, information technology, finance, etc.), participated in industry groups and liaised with other organizations, while learning from best practices across the globe in order to inform our response. Some of these actions include:

- Participated in the Mining Association of Canada's COVID-19 Working Group.
- Engaged in the Devonshire Initiative's survey and working paper on pandemic response, across its industry and civil society membership.
- Reviewed and considered guidance from organizations such as Business for Social Responsibility, Canadian Business for Social Responsibility, UNICEF, and Oxfam Canada.





## COVID-19 Related Activities in Kinross Communities

Focus	Highlights
 <b>Community Health</b>	<p><b>Co-ordinated and partnered with national and regional health authorities, local communities and non-governmental organizations (NGOs) to deliver support where most urgently needed</b></p> <p>Among our initiatives, we provided masks and other personal protective equipment (PPE) supplies in all our host communities, worked with local authorities to build awareness on how to mitigate the spread of the virus, provided resources to deal with stress during this difficult time, including a families-in-crisis hotline in Alaska and outreach services for families in Nevada.</p> <p>In Toronto, we made a donation to the Sunnybrook Foundation in support of an urgent research initiative for COVID-19 treatment.</p>
 <b>Health Services</b>	<p><b>Support to health-care institutions and hospitals, including providing emergency medical supplies, equipment and COVID-19 test kits</b></p> <p>In Mauritania, we donated 38 ambulances and worked with the Health Ministry to improve facilities in the emergency ward of the main hospital in Nouakchott; in Russia, we are working with regional health authorities in Chukotka, Magadan, and Khabarovsk to supply equipment to improve hospital capabilities. In Brazil, Kinross is collaborating with the Minas Gerais federation of industry to support health services, and provided test kits for the hospital in Paracatu.</p>
 <b>Food Security</b>	<p><b>Contributing to food security for vulnerable families and individuals with limited access to food during stay-at-home orders</b></p> <p>In Alaska, we partnered with local charities to provide food for homeless and elderly people. In Nevada, we worked with local partners to deliver supplementary school meals to families in need, increased the capacity of local food banks through donations of fridges and freezers, and delivered food packages to individual elderly people. In Mauritania, we expanded the scope of our annual Ramadan food donation in rural communities and have refocused our community investment plan for the rest of 2020 to target food security as a priority. In Chile, we are supporting vulnerable families in the Paipote neighbourhood of Copiapó with food stamps for use in local shops.</p>
 <b>Local Economy</b>	<p><b>Helping local community businesses and community organizations survive the impacts of the pandemic</b></p> <p>In Nevada, we partnered with the SW Nevada regional development authority to provide grants to more than 30 businesses. In Alaska and Nevada, we supported local businesses by purchasing gift cards and donating them to hospital emergency room volunteers, medical staff and food security volunteers. In Chile, we worked with local authorities to implement an online "cyberweek" promotion to help local small businesses maintain sales. At Tasiast, we engaged a local women's co-operative, previously trained through a Company program, to make face masks for our employees and their families. A similar initiative was done at Chirano with local youth groups. In Brazil, we developed an online portal for Paracatu's well-established Integrar program along with links to a wide variety of community initiatives (<a href="http://integrarcontracovid.com.br/">http://integrarcontracovid.com.br/</a>).</p>



## Case Study: Tasiast

At Tasiast, we have demonstrated our commitment to prioritizing the health and safety of our team by taking numerous preventive measures against COVID-19 in accordance with the advice of global and local health authorities, providing additional compensation to employees during the pandemic and following all applicable labour laws and government regulations. We recognize that continuing to safely operate Tasiast will maintain significant benefits to the local economy during this challenging time, not only through maintaining stable employment, but also through the payment of taxes and support for local businesses.

### Safety measures and enhanced transportation protocols

A number of new procedures were implemented at Tasiast in response to COVID-19 to protect employees and mitigate against the spread of the virus. These strict practices and protocols included physical distancing, enhanced screening processes given the mine's remote location, increased sanitization, and the implementation of quarantine protocols with dedicated quarantine facilities.

Tasiast has also put in place stringent transportation protocols to help keep employees safe, with three teams located at the mine site, and in Nouakchott and Nouadhibou working to screen employees in transit to, or from, Tasiast.

Before being cleared to travel to site, employees are screened for COVID-19 at the Company bus station. Employees register with Human Resources personnel, answer a questionnaire to determine their eligibility for testing, and then proceed to meet with a member of the medical team. A sample is then taken for rapid testing, with results delivered in under 30 minutes. Only employees with confirmed negative test results are eligible to board the buses travelling to site.



### Local support

Tasiast has provided support to the region and the Government of Mauritania, donating 38 ambulances to assist with efforts to manage the COVID-19 pandemic. In addition, the Company has provided equipment and supplies to upgrade the isolation facility at the main hospital in the capital city of Nouakchott, and donated food supplies to rural families during the Ramadan period. In addition, we provided support to Mauritania's Ministry of Health for COVID-19 preparedness through the printing of materials for a national health and safety public awareness campaign to help limit the spread of COVID-19.



## Measuring Our Progress

*"Kinross' commitment to best-in-class performance in ESG is grounded in the Company's core values and realized through a comprehensive framework of policies, standards, practices, and monitoring systems to measure performance on the ground. This results-based focus has helped produce a history of industry-leading safety performance, strong environmental compliance, co-operative and mutually beneficial relationships with the communities where the Company operates, and continuous improvement in corporate governance."*

**Catherine McLeod-Seltzer**  
Chair, Kinross Board of Directors

### External Measurement of Kinross' ESG performance

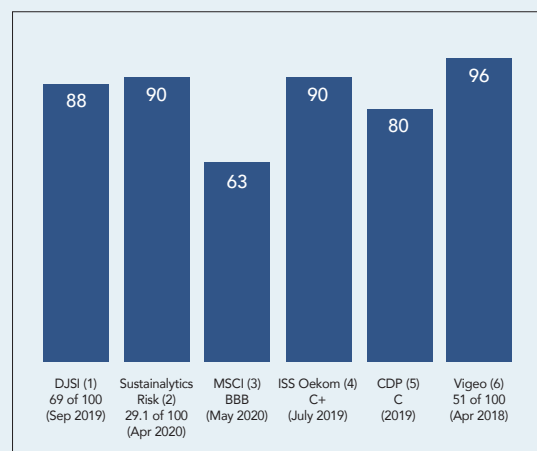
Kinross has long recognized the importance of ESG factors in helping the financial community make informed decisions about our Company. We have reported with established frameworks such as the Global Reporting Initiative (GRI), since 2009. Our history of participation in ESG assessments started in 2005 when we first reported to the CDP, and the following work with Sustainalytics which has informed our listing on the Jantzi Social Index since 2007. Today, Kinross participates in a number of global ESG assessments including: MSCI ESG, SAM Corporate Sustainability Assessment (S&P), Sustainalytics, Vigeo-Eiris, CDP, and ISS Oekom.<sup>1</sup>

Kinross' priority is the effective management of ESG risks through our principled approach to sustainability and strong on-the-ground performance at our operations. We value ESG assessments and ratings as indicative measures to benchmark our ESG performance internally and against our peers. We work to improve our systems, performance and transparency in those areas that are the most material to us and to our stakeholders, while adding value to our business.

### ESG Assessment Overview

Over the years, Kinross has generally scored well, in the top quartile of our peer group, irrespective of scoring methodology. Each ESG assessment probes similar areas of ESG risk for our sector, although due to the variety of proprietary scoring methodologies, assessment criteria and weightings, Kinross' ESG scores can vary considerably across assessments and year-over-year.

#### Environmental, Social, Governance Assessments



- (1) Percentile based on 10th out of 79 in universe of which 74 assessed; E – 62, S – 72, G – 74; consistent scores for the past 3 years  
 (2) Percentile based on 8th out of 75 peers; score improved (decreased) by 8.6 points from 2019  
 (3) Percentile based on following: 31% of peers in precious metals rated A or higher, 13% as BBB; assume KGC at BBB midpoint; E – 2.2, S – 5.8, G – 5.2; score constant since 2017  
 (4) Percentile based on following: 2.2% rated B, 5.9% B-; assume KGC at C+ midpoint (2.8%); E – C, S & G – B  
 (5) Percentile based on following: 174 companies in the mining and metals category of which 27 scored higher (B/B-); there were 18 other companies with C score; assume KGC at C midpoint  
 (6) Percentile based on position at 2nd out of 47 in sector ranking; E – 43, S – 53, G – 61

<sup>1</sup> Assessments are available at: <https://www.msci.com/esg-ratings>; <https://www.spglobal.com/esg/csa/>; <http://vigeo-eiris.com/>; [cdp.net](http://cdp.net); <https://www.issgovernance.com/esg/>



## Addressing Emerging Priorities

We engage on industry and global issues with our peers, stakeholders and broader society to understand and address emerging sustainability priorities. Since the publication of our 2017 Corporate Responsibility Report, we have taken steps to enhance performance and strengthen transparency in several ways, notably:

- Adopting the World Gold Council's **Responsible Gold Mining Principles** (RGMPs);
- Proceeding with the progressive implementation of the **Task Force on Climate-related Financial Disclosures** (TCFD); and
- Continuing work to advance the **UN Sustainable Development Goals** (SDGs)

### Adopting the Responsible Gold Mining Principles

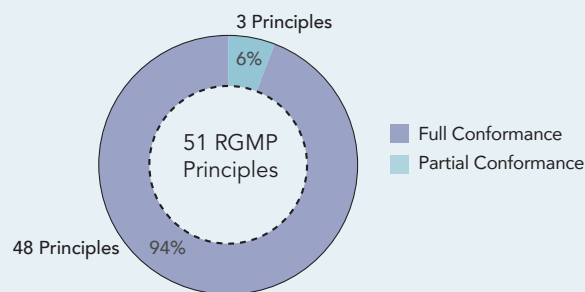
The RGMPs define a new standard of excellence for the gold mining sector. Launched by the World Gold Council (WGC) in 2019, the RGMPs are the product of extensive industry input, broad consultation with a wide range of stakeholders including investors, governments, civil society and many others, and consideration of leading internationally recognized standards applicable to responsible gold mining. The result is a coherent and unified framework of 10 umbrella principles for responsible gold mining, each supported by a detailed framework of commitments, standards and performance expectations.

As a member of the World Gold Council's Responsible Gold Steering Committee, tasked with the development of the RGMPs, Kinross has been a strong advocate of the need for an exacting set of high-performance standards for the gold industry. We believe that alignment with these standards represents a further opportunity for Kinross to demonstrate the comprehensiveness of our multidisciplinary approach to responsible mining and to provide a transparent assessment of our policies, standards and performance.

In 2019 and early 2020, we engaged with Kinross functions at the corporate, region and site levels to introduce the RGMPs. The compliance process for the RGMPs requires a

### Conformance with the Individual Responsible Gold Mining Principles

Kinross Self-assessment Results (July 2020 review)



self-assessment against the 10 umbrella principles and the 51 individual principles, which we completed in early 2020, showing 75% conformance. We obtained an external limited assurance opinion ([Assessment of Kinross' Conformance with the Responsible Gold Mining Principles](#)), which validates that the Company has made a public commitment to conform to the RGMPs, and that a gap analysis has been undertaken, at the corporate level, to compare their systems, processes and performance against the requirements set out in the RGMPs. These evidences meet the requirements that are expected of WGC member companies in the first year of implementation of the RGMPs. Subsequently, we have made further progress and reached 94% conformance (self-assessed) by July 2020.



### Aligning with the Recommendations of the Task Force on Climate-related Financial Disclosures

Disclosure pertaining to energy use, greenhouse gas emissions and climate risk has been a core part of our sustainability reporting since Kinross' first submission to the CDP in 2005. We are a strong advocate of transparency and the role that disclosure plays in helping investors make

informed decisions about Kinross. In keeping with this commitment, and with the rising importance of climate change on the sustainability agenda, in early 2020, we made the decision to align our reporting on climate change with the recommendations of the TCFD. To begin this work, we commissioned an independent gap assessment of Kinross' climate-related disclosures.





The table below outlines the results of the assessment and the varying degrees of alignment across all four areas of the TCFD including governance, strategy, risk management, metrics and targets, and the steps required to fully align going forward. Kinross, like most companies, is at the beginning phase of alignment and we expect to continue the journey towards implementation of the recommendations, considering their relevance to our business. To learn more, read the full [TCFD Summary Table](#).

Aspect	Recommendation	Alignment
<b>Governance</b>	Board oversight	
	Management role	
<b>Strategy</b>	Risk & Opportunity description	
	Risk & Opportunity impact	
	Resilience	
<b>Risk Management</b>	Integration into ERM	
	Processes	
<b>Metrics &amp; Targets</b>	Disclose metrics	
	Disclose Scope 1, 2, 3	
	Disclose targets	

High alignment with recommendation, additional alignment efforts nearing completion.

Low to moderate alignment with recommendation, progress to increase alignment is beginning.

Moderate to high alignment with recommendation, additional alignment efforts are underway.

Low alignment with recommendation, no effort to align is currently underway.

Moderate alignment with recommendation, additional alignment efforts are underway.

For our current performance pertaining to energy use, greenhouse gas emissions and climate change, see the [Climate Change and Energy](#) section in this report, our 2019 Data Tables, and our most recent submission to the [CDP](#).

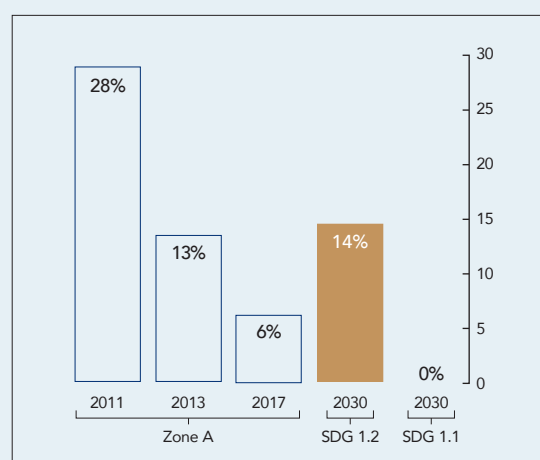
## Advancing the Sustainable Development Goals

We recognize the United Nations Sustainable Development Goals (SDGs) as important societal goals and strive to demonstrate the many ways in which our business activities contribute to advancing the SDGs. Building upon Kinross' previously reported 2018 prioritization exercise<sup>1</sup>, we continue to prioritize those SDGs where we believe that Kinross can make the most positive impact, while supporting other SDGs where possible. This year we have expanded our priority SDGs to include SDG 13 Climate Change following our 2020 materiality assessment initiative and TCFD review. We have taken our discussion of the SDGs to the next step and have identified specific SDG sub goals where we believe Kinross



### SDG 1 No Poverty – Progress Near Tasiast

(Daily Expenditure Per Capita Less Than \$1/d)



is contributing through measured outcomes and a broad range of community initiatives towards the 2030 targets of the Sustainable Development Goals. For an overview of the priority SDGs for Kinross, see [Advancing the Sustainable Development Goals](#) on Kinross.com

In communities near Tasiast, Goal 1.2 (By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions), has been attained. Substantial progress towards Goal 1.1 (By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day) was achieved.

In the catchment area around the Chirano mine, the electrification rate in 2004, when the mine began operations, was similar to the average rate for rural populations in Ghana, but then quickly advanced as communities were connected due to the power line for the mine. At the end of 2019, 100% of local communities were connected compared to an average rural rate of 68%. (Goal 7.1 by 2030, ensure universal access to affordable, reliable and modern energy services.)

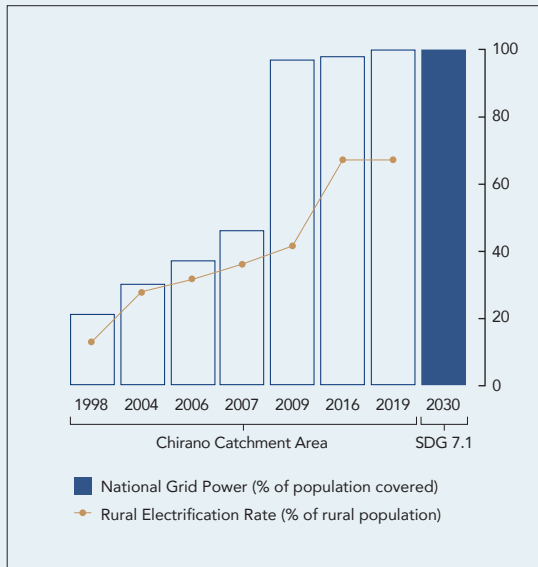
<sup>1</sup>) 2017 Kinross Corporate Responsibility Report, pages 15-16

Also at Chirano, our consistent investment in community water boreholes and, more recently, small-town water distribution systems has ensured that more than 90% of the catchment area population has access to improved water

supply, on track to attainment of the 2030 goal of universal access to safe and affordable drinking water (Goal 6.1).

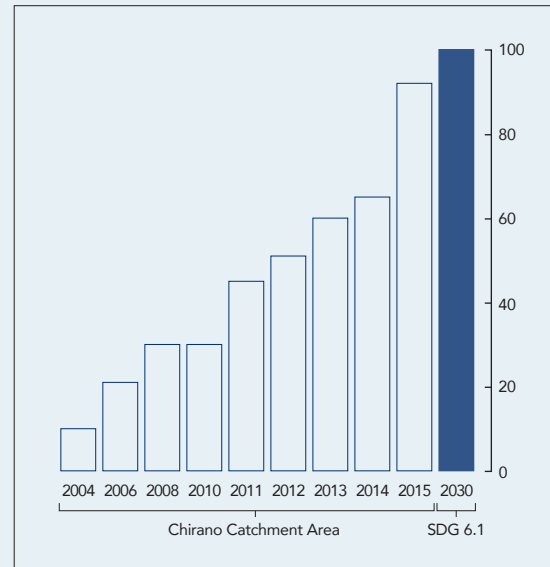
Learn more about our contribution to [Advancing the SDGs](#).

### SDG 7 Access to Modern Energy: Chirano Electrification Rate



### SDG 6 Access to Improved Water Quality: Water at Chirano

(% of population covered)





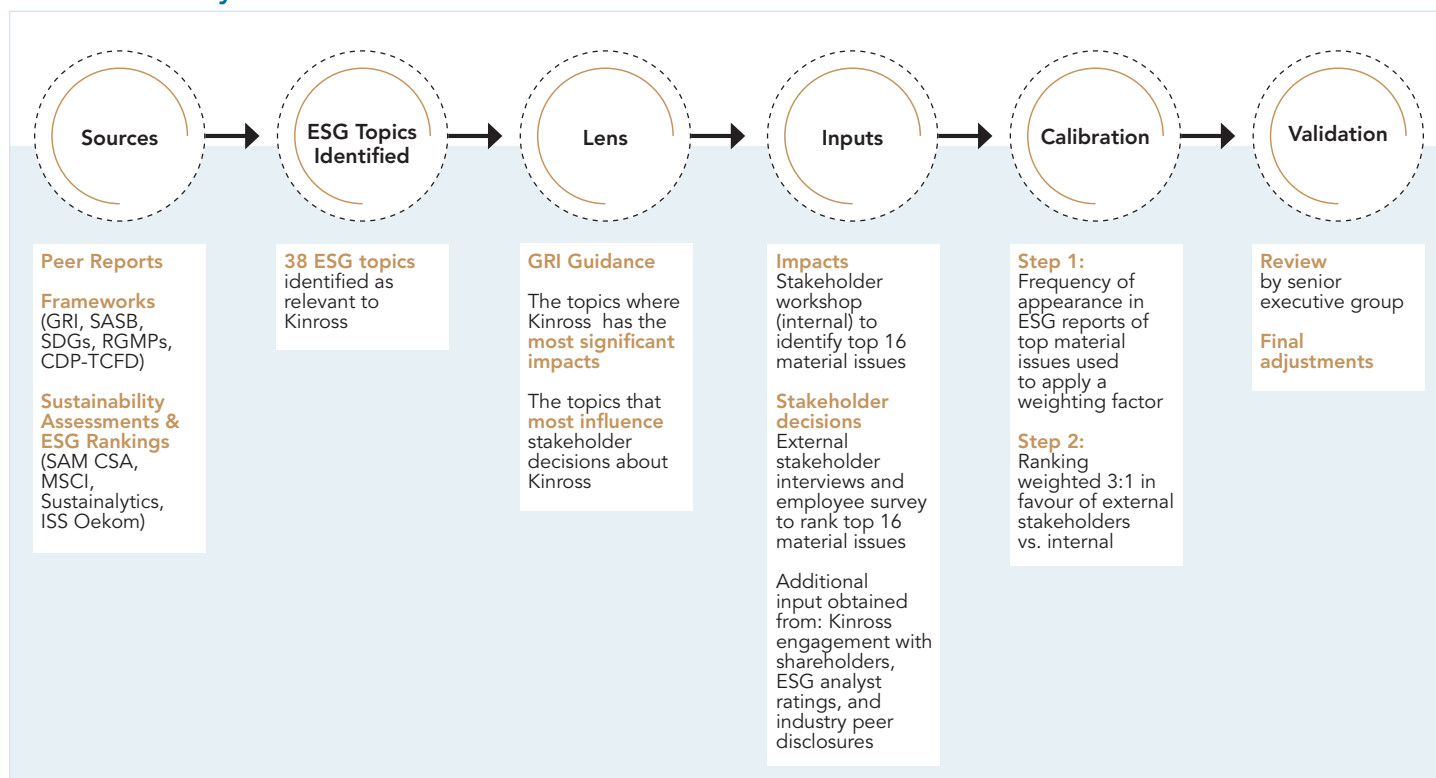
## Material ESG Topics

An important part of formulating sustainability strategy at Kinross is a regular review of material ESG topics where our impacts, both positive and negative, direct and indirect, are significant and relevant to decisions made by our stakeholders. In early 2020, we conducted a comprehensive materiality assessment in which we reviewed a broad range of environmental, social and governance (ESG) topics of importance to our business, drawing from recognized standards, peer reports, and sustainability-related assessments and rankings. To sharpen our focus, we engaged with internal and external stakeholders to understand their perspectives and prioritize those topics of greatest importance.

### Methodology

We conducted our material issue assessment in accordance with the Global Reporting Initiative (GRI) guidance. This requires mapping of Kinross' significant ESG impacts and identifying which could affect the Company's performance, reputation and long-term value. Kinross then takes into consideration how those topics substantively influence the assessments and decisions of stakeholders. Led by an independent third-party expert, the following summarizes our materiality assessment process.

### Kinross Materiality Review



- Identified a comprehensive list of 38 topics from relevant ESG guidance documents and standards.
- Assessed and prioritized identified ESG topics with internal subject matter experts to rank the top 10 ESG issues where Kinross has a significant impact. These experts recommended an additional six topics as high priority.
- Interviewed external stakeholders, representing finance, insurance, academia, supply chain, and sustainability organizations, to determine the degree to which the 16 ESG issues were important to and influenced their decision making.



- Reviewed additional inputs (i.e., shareholder input collected through investor engagement, ESG analyst ratings, and industry peer disclosures) to inform the assessment.
- Generated an amalgamated stakeholder rating for each issue based on survey, interview and research results to complete the materiality assessment.
- Validated the material ESG outcomes with a senior executive steering committee. The committee recommended minor adjustments to reflect the greater potential impact of tailings and mineral waste and the greater importance of diversity and equal opportunity to both Kinross and its stakeholders. The approved matrix reflects this adjustment.

The outcome of our ESG materiality process is illustrated in the matrix below. While all of the 38 topics identified were considered important in terms of the ESG risks, this matrix reflects the 16 ESG issues considered of greatest importance according to the significance of Kinross' impact (horizontal axis) and their importance to stakeholders. The results of this assessment have helped guide our report content and the level of coverage dedicated to these topics in this year's sustainability report. Compared with the table of material topics presented in our [2017 Corporate Responsibility Report](#), the issues are broadly similar with the most notable changes being "Environmental Stewardship" (2017 report) was further clarified and separated into specific topics: water use and risk, climate change, tailings and mineral waste, and biodiversity; and the addition of diversity and equal opportunity, integrated mine closure and cybersecurity.

### Kinross ESG Materiality Matrix







# Managing Sustainability

Recognizing the critical nature of our license to operate to our business, health and safety, environment and community relations are considered as our “First Priorities”.

Vision	21
Strategy	21
Governance Structure	22
Measuring Performance	23
Managing Risk	24

**Comprehensive**  
sustainability governance


**Sustainability  
performance**  
tied to employee compensation





# Managing Sustainability

## ANALYST CORNER Managing Sustainability

 [Read Management Approach](#)

GRI 102  
RGMP Principle 1-10

UNGC Principle 1-10  
SDG 3,4,6,8,12,15,16



## Our Sustainability Vision

We operate in a manner that is safe for our employees, protective of the environment and makes a positive contribution to our host countries and local communities. Our vision encompasses a life of mine approach including integrated mine closure and ensuring that benefits are sustainable post-closure. Our focus on efficiency and innovation drives optimum use of resources and supports the sustainability of our business. Our vision is grounded in Kinross' four core values which unite all of our employees behind a common purpose.

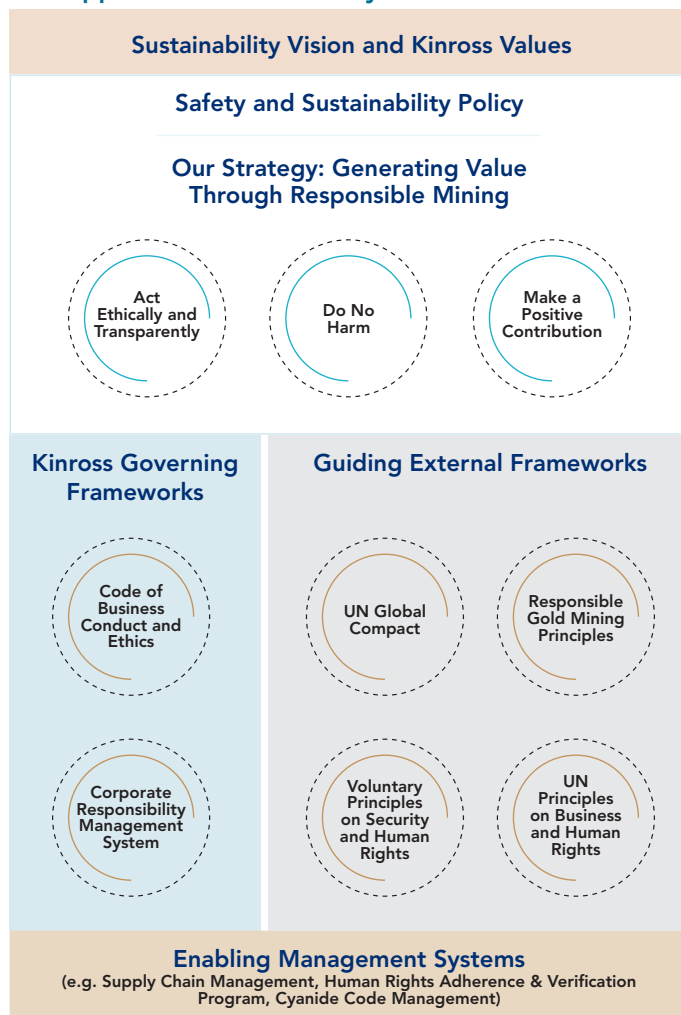
## Our Sustainability Strategy

Our strategy is described in our [Safety and Sustainability Policy](#) which provides a clear set of non-negotiable principles defining our approach to how we conduct our business and our relationships with our employees, partners and communities. It contains three axes: **act ethically and transparently**, **do no harm** to people, minimizing impacts to the environment and communities, and **make a positive contribution** for our stakeholders. Our strategy is aligned with our commitment to the United Nations Global Compact (UNGC) and the World Gold Council's Responsible Gold Mining Principles (RGMP).

We implement these principles through multidisciplinary policies that apply to everything we do, including our [Corporate Responsibility Management System \(CRMS\)](#), [Code of Business Conduct and Ethics](#), [Approach to Human Rights](#), [Enterprise Risk Management \(ERM\)](#) system, our [Supplier Code of Conduct](#) and others. These are supported by a comprehensive set of management systems covering different functional areas.

In recognition of the central importance of our license to operate to our core business, health and safety, the environment, and our community relations activities are known in Kinross as our "First Priorities".

## Our Approach to Sustainability



For additional information on our management approach, see [Our Approach to Sustainability](#).





## Sustainability Governance Structure

Our organizational structure integrates the governance and management of sustainability from the operational level at mine sites and projects to the highest levels of the Company. While ownership and accountability for our sustainability strategy is clearly defined, as described below, it is also recognized that successful implementation of this strategy depends on all functions, groups and employees across the Company.

Overall ownership for sustainability at Kinross resides:

- At the Board of Directors with the [Corporate Responsibility and Technical Committee](#) (CRTC), which provides governance and guidance for strategy, policy and management systems relating to safety and sustainability.
- At the Senior Leadership Team, with the Executive Vice-President and Chief Technical Officer, who reports to the President and Chief Executive Officer, and is the senior executive accountable for sustainability.
- At the functional group level with the Vice-President, Safety and Sustainability, who is responsible for execution of Kinross' Sustainability Strategy through engagement with other functional leads, regional leadership and mine site General Managers. The Vice-President, Safety and Sustainability is a member of the Leadership Advisory Team (LAT), an internal cross-functional advisory body for the Senior Leadership Team (SLT).
- Regionally, through the Senior Vice-Presidents, Operations who are responsible for sustainability performance across our three regions — Americas, Russia and West Africa.
- At the site level, with each General Manager and their management teams.

## Our Performance

At the Board level, we also:

- Reviewed the Charters of the CRTC and the Audit and Risk Committee (ARC) based on stakeholder interest on environmental and social topics and their impacts (See [2020 Management Information Circular](#), page 45).
- Met six times at the CRTC, on each occasion including a session independent of management, providing oversight of corporate responsibility-related matters, including:
  - Review of Kinross' updated Safety and Sustainability Policy, replacing the principles for corporate responsibility
  - Management reports on health and safety matters, environmental compliance and community relations
  - External independent review of Kinross' tailings management

## 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		

*Sustainability at Kinross is embedded at all levels of the Company, from our front-line operations, regional and corporate levels, executive management and Board of Directors.*



At the executive level, Kinross' Chief Executive Officer established the LAT, the internal cross-functional advisory panel to our streamlined SLT. The LAT brings together seasoned Kinross leaders with diverse experiences and perspectives across key functional groups, including safety and sustainability, technical services, operations, exploration, finance, legal/compliance, human resources, government relations, investor relations and corporate development. The Vice-President, Safety and Sustainability, a member of the LAT, reviews safety and sustainability strategy, performance and topical matters with the LAT each month, reinforcing awareness and integration of sustainability considerations with business strategy.



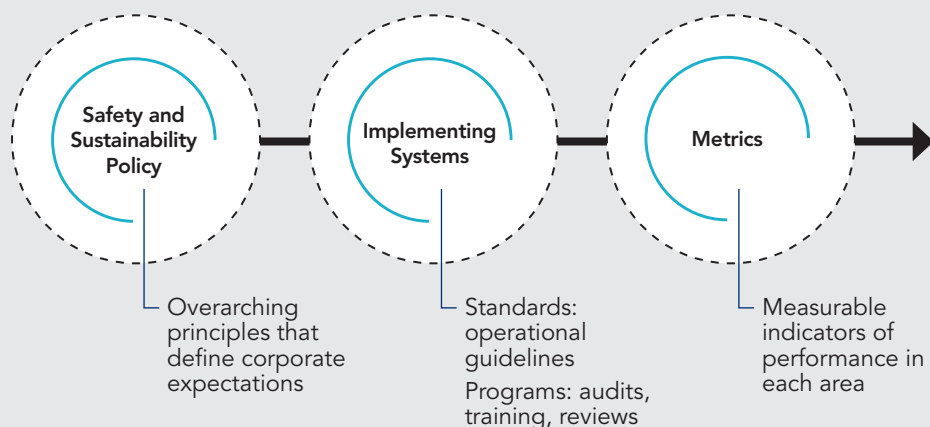
## Measuring and Rewarding Sustainability Performance

Employee remuneration at all levels and locations is tied to First Priorities performance, the objectives for which are set within the annual Four Point Plans at each site. Performance is measured through a series of leading and lagging indicators for safety, environmental and community relations,

which are rolled up into the Corporate Responsibility Performance Metric (CRPM). The CRPM score is one component of short-term executive compensation. In the case of a fatality, there is an automatic 5% deduction from the total Company score.

### Measuring Our ESG Performance

Conducting our business in a way that maintains and strengthens our “license to operate” is key to how we manage ESG risk, and that “on the ground” performance drives our ESG metric.



#### Four Point Plan

Specific targets for key metrics, included as the “First Priorities” section of the enterprise performance management system

#### Corporate Responsibility Performance Metric

Integrated overall measure of performance: reporting to Board and assessment of SLT performance

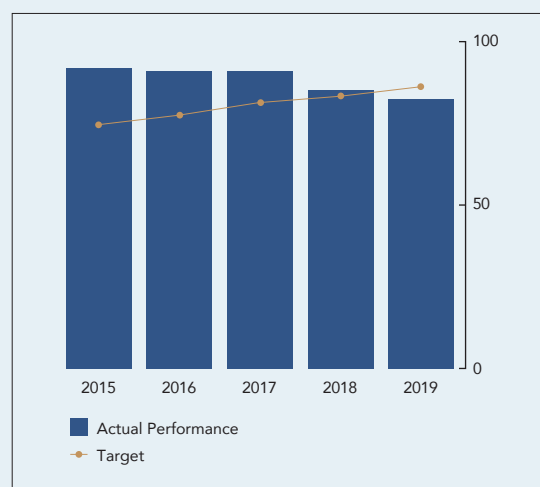
#### External Reporting

Annual reporting of metrics of interest to ESG ratings entities

## Our Performance

We maintained a high Corporate Responsibility Performance Metric score over the past five years. Our score of 87 points in 2019 was one percentage point below target, caused by slightly weaker health and safety scores at Bald Mountain, Dvoynoye, and Fort Knox, and a lower environmental score at Bald Mountain (See [2020 Management Information Circular](#), page 80).

### Five-Year Corporate Responsibility Performance Metric







## Managing Sustainability Risk

Our Enterprise Risk Management (ERM) program is the cornerstone of Kinross' overall corporate risk management. Kinross manages risk by setting high performance standards, allocating the necessary resources, assigning clear responsibilities and accountabilities, and routinely reviewing performance, improvement opportunities and mitigation activities. We consider risks to our business and operations, risks to our communities as well as risk to stakeholders (environmental, social, and governance risk).

Risks are identified under a broad range of categories to ensure comprehensiveness of our risk management program, including:

- Compliance
- Community Relations
- Environment & Climate Change
- Equipment
- Exploration
- Finance
- Financial Reporting
- Government Relations
- Health & Safety
- Legal
- Mining
- Modelling
- Permitting & Regulatory
- Processing
- Project Management
- Security
- Supply Chain
- Systems & IT
- Tailings Management
- Tax
- Treasury
- Water Management

Our ERM program engages each operating site, region, corporate function and capital project team in the process of identifying, assessing the risk likelihood, and impact, and addressing risks relevant to strategic business objectives. This is accomplished through the preparation and maintenance of detailed risk registers.

Within the overall ERM program, ESG risks are identified and aggregated under a broad range of categories 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 during mine design phases and over the life of operations.
- 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.

A review of risk factors facing Kinross is outlined in the Company's [2019 Annual Information Form](#), (pages 69-86).

Kinross' key risks, as well as emerging risks, are reviewed and validated by the Executive Risk Management Committee and the SLT on a quarterly basis. Board oversight resides at both the ARC and the CRTC.

### Risk Assessment Process



*Kinross' risk assessment process follows internationally accepted procedures and standards.*

### Precautionary Approach

Kinross' Safety and Sustainability Policy commits us to conduct our activities in a manner that is protective of the health and safety of our workforce, the environment, and our communities by proactively managing all potential risks associated with our operations. Our commitment to "do no harm" applies to all stages of the mine life cycle and across all of our sites. We work to understand, prevent and mitigate any potential risks arising from our mining activities. Kinross' commitment is reinforced by our participation in the UNGC. Through our annual Communication on Progress, we reaffirm our support of the Ten Principles of the UNGC, including Principle No. 7, which states, "Businesses should support a precautionary approach to environmental challenges." This approach is fundamental to our commitment to responsible mining and is supported by our enterprise-wide risk management process.



## Cybersecurity and Data Privacy

Kinross' day-to-day business relies heavily on its IT systems, including its networks, equipment, hardware, software and telecommunications systems, as well as the IT systems of third-party service providers and vendors. Kinross places high importance on the integrity of its IT systems and their resilience to cybersecurity threats.

To help mitigate risks from increasing cybersecurity threats, we have implemented an in-depth and multi-layered defence strategy.

Within the overall ERM program, ESG risks are identified and aggregated under a broad range of categories through a variety of activities including:

- An internal program that meets industry standards for data protection and cybersecurity protocols.
- A classification register for each corporate function focused on maximum security for areas considered to be "high risk".
- Regional, site and departmental cybersecurity training that is mandatory for all Kinross employees using technology, representing about 60% of Kinross employees, as well as new employees and embedded contractors. Training is tailored to the needs and realities of specific functions and consists of face-to-face and interactive training tools.
- Collaboration with third-party service providers and vendors, including IT service providers, to help ensure that we have the resources in place to modify or enhance protective measures, or to investigate and remediate any vulnerabilities.

For more insight on cybersecurity risk, see [2019 Kinross Annual Information Form, Risk Factors](#) (page 85).

## Our Performance

- Zero material breaches relating to cybersecurity in 2019.
- Zero incidents of non-compliance with privacy and data security regulations in 2019.
- Advanced our company-wide cybersecurity program, including education up to the Board of Directors.
- Achieved 55% completion of employee cybersecurity training including delivery of 5,122 hours of cybersecurity training focused on how to use technology, safe browsing, identifying suspicious emails and social engineering.
- Addressed an average of 100 phishing emails per month.
- Strengthened provisions pertaining to data privacy and legal compliance/security risk for embedded contractors.

## Audit Program

Audit programs at Kinross are developed and implemented at the functional group level, providing essential governance controls across our business and contributing to the success of our sustainability strategy. Our First Priorities of health and safety, environment and community relations are governed by Safety and Sustainability (S&S) audits which follow a risk-based approach. The S&S audit program is managed internally but includes external subject matter experts who bring independent perspectives and subject-matter expertise to every site audit. Sites are audited every three years.

We conducted five S&S audits in 2019 at Bald Mountain, La Coipa, Maricunga, Paracatu and Fort Knox and sites were on track to address the items identified. We conducted post-audit surveys to assess the value of S&S audits and support our continuous improvement program.



# Act Ethically and Transparently

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.

Ethical Conduct	27
Human Rights	28
Supply Chain	29
Public Policy	30
Tax Transparency	31

**ZERO**

substantiated cases of corruption

**ZERO**

Substantiated human rights allegations

**100% OF SITES**

Completed anti-corruption training





# Act Ethically and Transparently

## Ethical Conduct

Ethical conduct is amongst the most important issues for Kinross and our stakeholders. Our stakeholders expect us to live up to the requirements embedded in our [Code of Business Conduct and Ethics \(Code\)](#), our external commitments and recognized standards for ethical behaviour. To meet these obligations, we rely on our compliance program, management systems, employee training, due diligence processes, and reporting, to meet and, whenever possible, exceed the standards of ethical conduct expected of us.

### Our Performance

We maintained our strong record of compliance and reported zero substantiated cases of anti-corruption or bribery for the fifth consecutive year. We also:

- Completed face-to-face anti-corruption training at all of Kinross mine sites in 2018 and 2019.
- Launched an online Core Policy Sign-Off ([Code of Business Conduct](#), [Whistleblower Policy](#) and [Disclosure and Insider Trading Policy](#)) via Kinross University to facilitate sign-off and improve compliance tracking. 100% of Directors and above, as well as employees in functions deemed at higher risk functions, signed off on Core Policies in 2019.
- In 2019, 3,228 employees, representing 72% of our salaried workforce, had completed some form of code of conduct training.

## Spotlight Strengthening Anti-Corruption Training

Employee engagement is critical to building a common understanding of Kinross' expectations for ethical conduct. While regular employee acknowledgement of the Code is a core element in our Code compliance and due diligence process, ongoing training and access to learning tools are critical to fostering employee understanding of the Code's requirements.

### ANALYST CORNER Ethical Conduct


[Read Management Approach](#)

GRI 102, 205, 419  
RGMP Principle 1  
UNGC Principle 10

SASB  
SDG 16



- Received 82 Whistleblower Policy complaints via our whistleblower platform, emails and letters. All of the complaints were reviewed under our policy.
- Received Board approval in 2019 for amendments to the Code of Business Conduct and Ethics, strengthening provisions related to cannabis, privacy, harassment, and professional misconduct.
- As part of the Global Risk Assessment process, we completed anti-corruption risk assessments in 2018 and 2019 across all sites in the West Africa and Russia regions. Risk assessments were undertaken at both Chirano and Tasiast in West Africa in 2018. In 2019, assessments were completed in our Russia region.
- Launched new online anti-corruption training in 2018 to support Code compliance across our salaried workforce. Training topics include bribery, third-party risks, business records, gifts and entertainment, and conflicts of interest.
- Introduced two new online Code training modules through Kinross University. To learn more, see [Strengthening Anti-Corruption Training](#).

### Substantiated Cases of Corruption

Year	2015	2016	2017	2018	2019
# of Cases	0	0	0	0	0

Over 2018 and 2019, we conducted in-person anti-corruption training across the Company. In 2018, we launched an online training program customized for Kinross' needs and, in 2019, increased the frequency of required training to twice a year for global salaried employees.

The new training modules engage users in interactive scenarios which reflect the risks and potential situations that may occur at offices, sites and within functional areas. The new online training has strengthened awareness by improving tracking and compliance reporting. By the end of 2019, 3,228 employees (72%) had completed at least one of our Code of Business Conduct training modules. The feedback regarding the program content has been positive.





## Human Rights

Respect for human rights is integrated into everything we do through our internal policies, standards, and practices. It is reinforced by our external commitments, specifically our participation in the United Nations Global Compact (UNGC) and the World Gold Council's Responsible Gold Mining Principles. Across the Company, we strive to meet stakeholders' expectations that Kinross will protect and respect their human rights, listen to their concerns and provide opportunities for remedy.

### Our Performance

The effective management of human rights risks remained a priority over the past two years, resulting in the following performance metrics and highlights:

- Kinross has reported zero substantiated cases of human rights violations since 2012.
- In 2019, received two complaints specifically pertaining to human rights through our Whistleblower Policy; both were found to be unsubstantiated.
- Completed security and human rights risk assessments at three sites (Paracatu, Chirano and Tasiast).
- Conducted a review of potential human rights risk areas and associated standards and policies against the [United Nations Guiding Principles for Business and Human Rights](#).
- In 2019, developed a forced labour risk assessment procedure for our supply chain due diligence process at Tasiast.

#### ANALYST CORNER Human Rights


[Read Management Approach](#)

GRI 406, 412, G4-MM8  
RGMP Principle 2, 5

UNGC Principle 1, 2  
SDG 16



- Enhanced Kinross' Human Rights Adherence and Verification Program (HRA&VP) in key areas including audit and training. Also, we developed a tool kit to assess site-level consistency with the Voluntary Principles on Security and Human Rights. To learn more, read [Introducing a Human Rights Tool Kit](#).
- Referenced the UNICEF Security and Child Rights Checklist in our security and human rights tool kit to provide site teams with greater awareness of the rights of children for security-related human rights matters.
- Completed our annual assessment of conflict regions relative to our operational jurisdictions for the World Gold Council. The assessment concluded that our sites are located in conflict-free regions and as such, our gold production is also conflict-free. To learn more, see 2019 [Conflict Free Gold Report](#).
- Completed sessions of security training for Kinross security personnel and contractors, meeting our target of 100% of security personnel trained in 2018 and, just under target at 99% in 2019, attributed to a change in management at Bald Mountain which necessitated rescheduling.

#### Five-Year Human Rights and Security Training

Year	2015	2016	2017	2018	2019
% Trained	98	100	98	100	99

### Spotlight on: Introducing a Human Rights Tool Kit

In 2018, Kinross commissioned independent evaluations of the security and human rights situation at Paracatu, conducted through site visits and interviews with internal and external stakeholders, and including an assessment of the Kinross Human Rights Adherence and Verification Program compared with the Voluntary Principles on Security and Human Rights.

Results showed that on-the-ground security programs were effective, while more could be done to boost the stakeholder engagement parts of the Voluntary Principles. Specific recommendations included building broader awareness of human rights internally, in the community, and with public and private security.

To help our site security teams implement these recommendations, we developed a Kinross tool kit which translates the individual components of the Voluntary Principles into practical actions. The tool kit contains three sections: risk assessment (security and human rights), Company and private security, and Company and public security.

By early 2020, five out of eight sites (Tasiast, Chirano, Paracatu, Round Mountain and Fort Knox) had completed an initial self-assessment using the tool kit and had developed action plans. A review of progress against the action plan will be carried out as part of each site's HRA&VP security audit, into which the tool kit has been embedded. Kinross plans to complete relevant actions for all sites by the end of 2021. To advance understanding and promote awareness of human rights, work is also underway to integrate security and human rights into our management training requirements via Kinross University. This will complement existing online training on human rights covering ethical behaviour, anti-corruption, and modern slavery.



## Supply Chain

Our [Supplier Standards of Conduct](#) establishes a set of standards of conduct for suppliers of goods and services to Kinross for responsible procurement. We expect our suppliers to implement these standards through their own supply chains. Before awarding business to a supplier, we complete a due diligence process to help us ensure that suppliers to Kinross are reliable and ethical business partners and agree to abide by the Kinross Supplier Standards of Conduct. Through its local procurement strategy, Kinross also targets the sourcing of 75% to 80% of goods and services locally. To learn more, see [Local Procurement](#).

### 2019 Total Global Procurement

**\$2.5**

**BILLION**

total global  
procurement spend



**7,002**

**suppliers**

**408**

**critical suppliers**

representing

**80%**

total global spend

**6,600**

**non-critical suppliers**

representing

**20%**

total global spend

### ANALYST CORNER [Supply Chain](#)



[Read Management Approach](#)

GRI 102, 308, 414  
RGMP Principle 3

UNGC Principle 10  
SDG 8



periodically. Since the portal was launched, we have made significant progress driving a standardized and consistently applied due diligence process across our corporate and site-level supply chains. Our work and results included:

- Updated our [Supplier Standards of Conduct \(SSoC\)](#) and maintained alignment with the Ten Principles of the [United Nations Global Compact](#).
- Revised Kinross' Supply Chain Policy, strengthening the overall due diligence process Company-wide. This enabled more in-depth reporting while supporting Kinross regions and sites in managing their supply chains in accordance with Kinross' SSoC and standards.
- All site supply chain personnel and, personnel that work with supply chain processes, have gone through Kinross policy and best practice training to ensure we meet policy requirements in executing fair and open competitive procurement programs.
- Approximately 75% of critical Tier 1 suppliers have been assessed, with results showing that the majority of Kinross suppliers represent very low and low risk.

In early 2020, we received a report from the [Mining Shared Value Initiative](#) of Engineers without Borders with a review of Kinross' disclosure against the [Mining Local Procurement Reporting Mechanism](#) (LPRM). This review recognized Kinross' performance on local procurement due diligence and recommended increased disclosure at the mine site level.

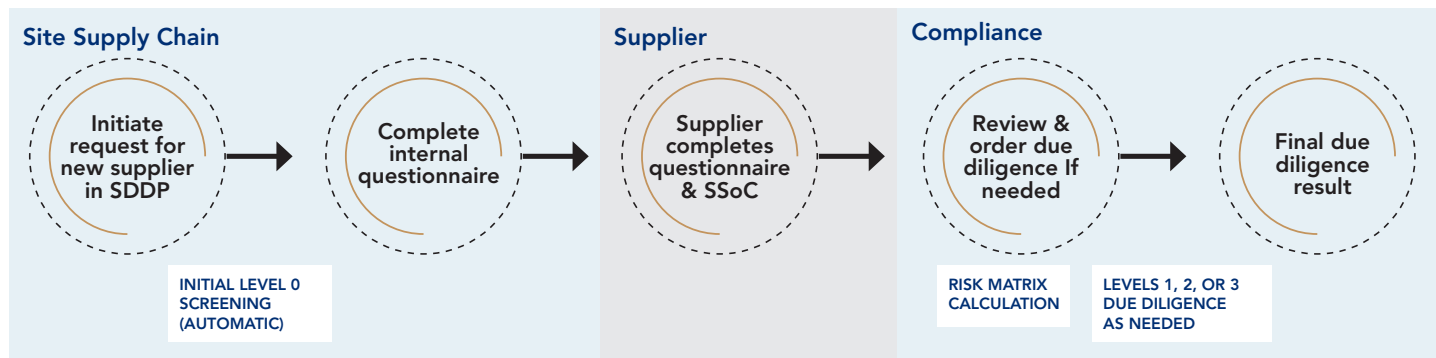
## Our Performance

In 2019, we launched a new Supply Chain Due Diligence Portal, strengthening oversight, tracking and reporting across our global supply chain. The Portal represents a collaboration between Supply Chain, Compliance and Security/Business Intelligence, working with the mine sites. The Portal includes regularly updated information on sanctions lists, watch lists, politically exposed persons and other indicators. Enhanced due diligence reports can also be requested when a higher level of review is required based on risk factors. All suppliers new to Kinross are required to be evaluated in the due diligence process and suppliers currently doing business with Kinross are assessed





## Supply Chain Due Diligence Process



SDDP = Supplier Due Diligence Portal; SCC = Supplier Code of Conduct

## Spotlight Enhancing Supply Chain Due Diligence at Tasiast

In late 2019, we rolled out an enhanced supplier due diligence tool at Tasiast which applies to all of Kinross' procurement within Mauritania, from small local enterprises to internationally owned enterprises with a registered subsidiary office in Mauritania. The tool is grounded in Kinross' Code of Business Conduct and Ethics, Human Rights Adherence and Verification Program, and SSoC as

well as Mauritanian legislation prohibiting forced labour. Key elements of the procedure include: supplier risk assessment and mapping, risk mitigation actions including engagement and training on Kinross standards, remediation, and a requirement that suppliers share this training through their own supply chains.

Seventy training sessions have been held with local suppliers helping them gain understanding of Kinross' standards and expectations. To learn more, see [Local Business Initiative at Tasiast](#).

## Public Policy

Responsible corporate citizenship through contribution to public policy discussion is a cornerstone of our government relations strategy. We engage in dialogue with government regulators, public policy-makers, and non-governmental organizations directly, and also via our memberships in industry-related trade associations and support of relevant independent think tanks.

### A new Government Relations Policy framework

Kinross follows a Government Relations Policy (GRP) grounded in the principles of apoliticism and responsible governance that safeguards the Company's good standing in host jurisdictions. In 2018, new procedural guidelines were developed to complement Kinross' GRP. The guidelines cover engagement authorization and management, political donations, non-political donations and sponsorships, compliance, lobbying and trade associations, government relations service providers and political activity by employees, along with guidance on approval requirements and related Kinross policies. Under Kinross' GRP and guidelines, political donations, sponsorships and other associated political activities are discouraged and, when considered necessary, are subject to a meticulous review and approval framework that guides

### ANALYST CORNER Public Policy

[Read Management Approach](#)

GRI 415  
RGMP Principle 1

UNGC Principle 10  
SDG 16

the Company's decision-making process. To ensure that local legislation is adhered to and the Company's good standing is maintained, a series of analyses, endorsements and approvals from Government Relations, Compliance and Legal leadership is required prior to action being taken. Kinross reported \$12,000 in political donations for 2018 (all of this amount in the United States) and did not make any political donations in 2019.

Kinross' GRP also ensures that the Company's high standard for responsible engagement with host governments is maintained by its business partners. When entering into a contract with a third-party government relations service provider, a graduated process of legal reviews, screens and risk evaluations are undertaken by Kinross. Regular reviews of the provider's work are conducted to ensure that compliance with local law and Kinross policy is being maintained and that Kinross' good business standing is not jeopardized in host jurisdictions.



## Our Performance

Responsible corporate citizenship through contribution to public policy discussion is a cornerstone of our government relations strategy.

Some of Kinross' engagements in 2019 included:

- In Brazil, we engaged through IBRAM (Brazilian mining association) to provide technical input on consequential tailings dam legislation. Also in Brazil, we engaged with the municipality of Paracatu on zoning definitions for the city's master plan.
- In Russia, the Ministry of Natural Resources introduced a bill increasing the threshold for hard rock gold deposits of 'federal significance' from 50 to 200 tonnes of gold. The presentation of this bill follows years of engagement by Kinross, including a Kinross-commissioned EY (Ernst & Young) study presented to the Foreign Investment Advisory Council (FIAC), which proposes ways to increase foreign investment in the Russian mining industry.
- In Ghana, we contributed to consultations on Artisanal and Small-Scale Mining policy with the Ministry of Lands and Natural Resources with a view to balance opportunities for small-scale miners with safe mining practices in the country.
- In Chile, we engaged with the Ministers of Environment and Mines in the lead up to UN-COP 25 (Climate Summit) to discuss how the mining sector could positively contribute to global climate goals. Additionally, Kinross' Chilean team met with foreign dignitaries (including the Canadian Minister of International Trade) to promote investment opportunities in Chile.
- In the United States, we provided input on numerous pieces of legislation – including the 2015 Waters of the U.S. Rule, General Reform of the Mining Law, Hardrock Leasing & Reclamation Act 2019 – and engaged with a broad range of stakeholders to share the Company's perspective on technical matters.
- Internationally, we developed position papers providing tax-related insights on the work of the OECD-IGF (Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development) Base Erosion of Profit Shifting program. Specifically, Kinross sought to identify policy recommendations which could unintentionally deter foreign investment in adopting jurisdictions, while also showing support for policies that could sustainably increase balanced benefit sharing.

## Tax Transparency

We operate on the principles of compliance with applicable tax legislation wherever we operate. As a supporting company of the Extractive Industries Transparency Initiative since 2011, and in compliance with Canada's Extractive Sector Transparency Measures Act (ESTMA), Kinross meets stakeholder expectations for tax transparency by reporting annually on our tax payments with governments on a country-by-country basis.

### Our Performance

During the reporting period, we met all of Kinross' compliance and disclosure obligations pertaining to taxation in all jurisdictions where we do business. In Canada, our combined federal and provincial statutory tax rate was 26.5% for each of 2018 and 2019. Company matters pertaining to taxation in 2019 are detailed in our [2019 Annual Report](#), (pages MDA 27 and FS 21).

#### ANALYST CORNER Tax Transparency



[Read Management Approach](#)

GRI 207  
RGMP Principle 1

UNGC Principle 10  
SDG 8, 16



We also completed our submissions under the ESTMA requirements in 2018 and 2019, providing a transparent account of our tax and related payments by country, including royalties, fees, and infrastructure improvement payment to governments. Kinross' ESTMA reports are available [online](#). The payments we make to governments are an important component of our benefit footprint in the jurisdictions where we operate.





# Do No Harm

We must manage our operations in a way that protects our workforce, the environment, and our host communities.

Health and Safety 33  
Environment 39  
Community 55

## 0.29 TRIFR IN 2019

Employees and contractors  
(per 200,000 hours)

## 100% OF SITES

Joint Occupational  
Health and Safety Committee

## 100% OF MINES AND PROJECTS

Conducted community consultations

## 76% OF WATER

Recycled at operating mine sites

Maintained **one of the  
lowest GHG emissions**  
among our peers





# Health and Safety

## ANALYST CORNER [Health and Safety Strategy](#)


[Read Management Approach](#)

GRI 403  
RGMP Principle 2, 4  
UNGC Principle 1, 3, 6

SASB  
SDG 3

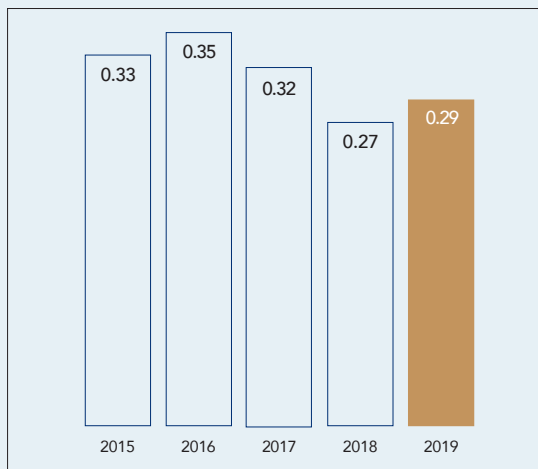


The health and safety of our people comes before all other priorities. For Kinross, this means moving beyond regulatory compliance, and embedding a performance-based safety culture throughout our entire organization. Our health and safety strategy centres on direct employee engagement, preventive actions, and open reporting and sharing of learnings across all sites.

## Our Performance

### Five-Year Safety Performance

(Total recordable injury frequency rate includes all employees and contractors per 200,000 hours worked)



We reported continued strong safety performance across the Company over the past two years. Our total reportable injury frequency rate (TRIFR) of 0.27 in 2018 and 0.29 in 2019, for employees and contractors, remained among the lowest in the industry and the two best consecutive years in Kinross' history. Despite the slight year-over-year increase in TRIFR, and slight year-over-year increase in incident severity rate from 2.67 in 2018 to 2.94 in 2019, fewer injuries were associated with high potential incidents. There were zero fatalities in 2018 and 2019. Our work and results included:

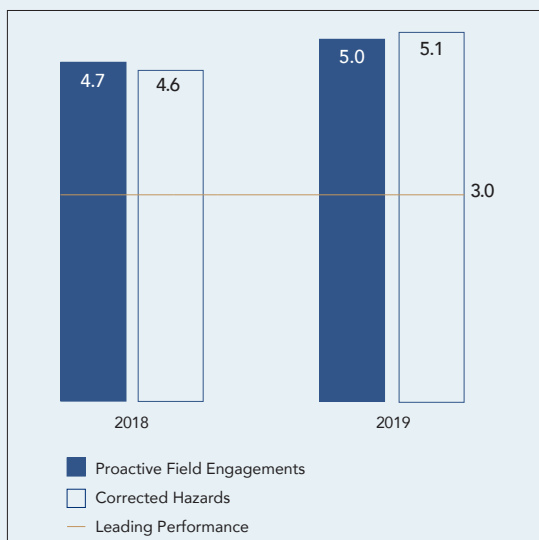
- |   |           |
|---|-----------|
| <b>Health and Safety</b>                | <b>33</b> |
| <b>Occupational Health and Wellness</b> | <b>36</b> |
| <b>Community Health</b>                 | <b>37</b> |
- Exceeded operational targets for leading safety indicators for field engagements and corrected hazards per employee:
    - Held approximately 28,000 field engagements annually in both 2018 and 2019, at an average rate of 4.6 per employee in 2018 and an average rate of 5.0 per employee in 2019.
    - Mobilized all employees to identify and correct hazards in the workplace, reporting an average rate of 4.7 identified and corrected hazards per employee in 2018 and an average rate of 5.1 per employee in 2019.
  - Completed the second phase of our Critical Risk Management program, identifying and tracking effective controls before an incident takes place. We conducted deep dive reviews of 62 critical risks and confirmed controls were in place for 36 critical risks.
  - Reported a decrease in high potential incidents (HPI) from 165 in 2018 to 142 in 2019. HPis were mainly associated with mobile equipment and machinery, with operator error, equipment failure, and fatigue identified as key drivers. As a result, we advanced programs to address employee and contractor fatigue. See [Managing Fatigue](#) (page 35).
  - Conducted internal safety audits at Fort Knox, Bald Mountain, La Coipa, Maricunga and Paracatu in 2019.
  - Completed integration of Kinross' hydroelectric power plants in Brazil into our health and safety management system after acquiring them in 2018. The hydroelectric plants bring a strong safety record to Kinross and are approaching 10 years without a lost-time incident.
  - Delivered health, safety and emergency training to employees and contractors, recording an average of 27 and 35 hours of training per employee in 2018 and 2019, respectively, and an average of 15 and 22 hours of training per contractor in 2018 and 2019, respectively.





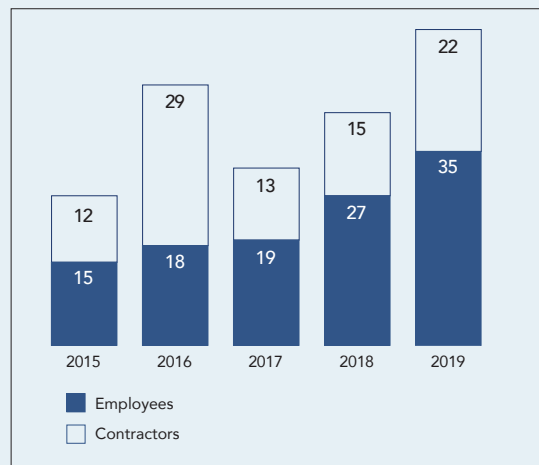
### Two-Year Leading Indicators

(Per employee per year)



### Five-Year Safety, Health and Emergency Training

(Average # of hours per person)



In 2018 and 2019, we outperformed our corporate target for leading performance in identifying and correcting hazards and conducting proactive field engagements.

- Recorded safety performance on par with low-risk, industrial sectors.
- We recorded four process-related safety events<sup>1</sup> in 2019, including two incidents related to equipment fires at Fort Knox and Tasiast, and a warehouse fire at Paracatu. The fourth incident occurred at Paracatu, pertaining to a faulty valve resulting in the release of hot solution which, although contained, resulted in a worker lost-time incident. All of the incidents were managed and contained on site.
- Completed crisis management drills at corporate level and across all sites including nine drills for a total of 21 training days, and 11 drills for a total of 22 days training days in 2018 and 2019, respectively.
- Maintained joint management-worker health and safety committees at 100% of Kinross sites in both 2018 and 2019.

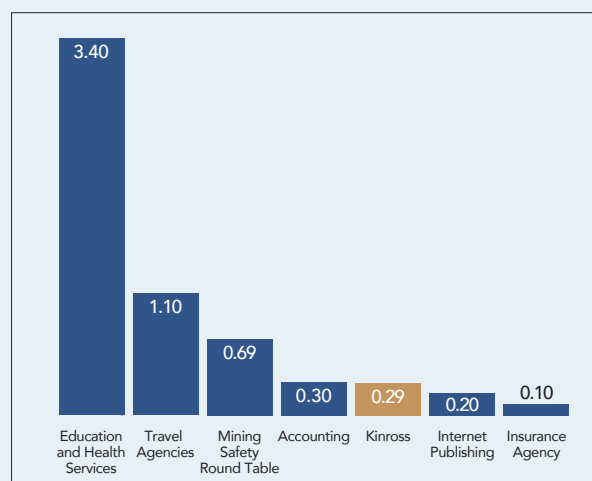
For details on our Management Approach, see [Workplace Health and Safety](#).

### Benchmarking Safety Performance

We regularly benchmark our safety performance against our mining industry peers and our TRIFR across other sectors in the broader community. The results demonstrate that Kinross' Company-wide TRIFR is similar to businesses operating in low-risk non-industrial environments.

### Benchmarking TRIFR 2018

(per 200,000 hours worked)



Source: U.S. Department of Labor, Bureau of Labor Statistics, Mining Safety Round Table: Kinross 2018

<sup>1</sup> Kinross does not use Tier 1 Process Safety Event (or Incident) as a performance indicator. However, it is commonly defined as an incident which meets the (industry specific) threshold of severity which should be reported as the industry-wide process safety metric. The incidents reported by Kinross are categorized as high potential safety incidents at sites.



## Spotlight Focusing on Critical Controls

Over the past two years, critical risk management (CRM) has evolved to become an integrated part of our Company-wide safety management system. The CRM is instilling a sense of continuous improvement in risk management. It is a mechanism to confirm the presence of the controls that are critical to preventing serious injuries and fatalities.

Introduced as a pilot project at our Tasiast site in late 2017, today our critical risks program is embedded at all Kinross sites. While most types of critical risks, such as mobile equipment, energy isolation, and working at heights, are common across our sites, CRM provides each operation with an opportunity to apply a tailored set of controls to address the specific critical risks that they face. Once a critical risk is identified and mitigation measures established, each critical risk is peer reviewed by site, regional and corporate management representatives. This deep dive peer review process provides quality assurance that the critical risk measures/controls identified at site are proving effective.

By the end of 2019, we had conducted deep dive reviews of 62 critical risks and confirmed that controls were in place for 36 critical risks, exceeding our target of 50 deep dive reviews (five per site) and 10 locked-in critical risks (one per site) for 2019. With our “train the trainer” approach to CRM, every Kinross site now has the on-site capability to train others in support of the program.



## Spotlight Achieving CORESafety Certification

Developed by the U.S. National Mining Association, Kinross made the decision in 2017 to pursue CORESafety system certification at all of our U.S. mine sites as a comprehensive Health and Safety Management System. Today, all of our U.S.-based operations are certified under this voluntary system. Originally developed specifically for mining, the CORESafety system is becoming broadly accepted internationally and is considered by industry experts to meet or exceed the ISO45001 Occupational Health and Safety Management System. In 2018 and 2019, we completed CORESafety audits at Tasiast and Chirano, and are addressing gaps identified to ensure conformance and support of this system. Our Paracatu site is certified under OSHSAS 18001.



## Spotlight Managing Fatigue

Employee and contractor fatigue ranks among the top causes of high potential incidents at our sites. While some sites already had fatigue monitoring systems in place, in 2019 a corporate mandate was introduced requiring all sites to develop fatigue monitoring. As part of this initiative, we reviewed fatigue and its root causes. The results pointed to a wide range of contributing factors both within and outside of the workplace, such as the nature of the work itself, shift work, travel time to site, an employee's family responsibilities, lifestyle and culture. All of our mines have introduced fatigue management training for managers and employees to address specific fatigue-related issues at each site. While there is no “one size fits all” approach given the wide range of operational and cultural characteristics of our operations, key initiatives include:

- fatigue management programs;
- operator fatigue monitoring systems trials (in-vehicle cameras, personal fatigue monitoring bands);
- employee fatigue surveys;
- a “speak up” initiative for employees to self-report fatigue without repercussions;
- awareness of sleep best practices; and,
- outreach and continuous education for families on the need for rest and the impacts of night shifts.

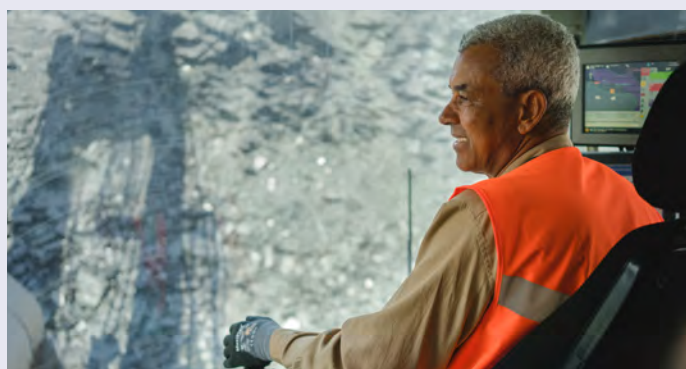




At our Round Mountain mine, annual fatigue training is conducted and all haul trucks have a DSS (Driver Safety System). The site uses forms on the iAuditor application to manage fatigue events, with response measures including “pit stop required” or a break at home in which case a “travel home” form is used. This system allows easy engagement between operators and supervisors, with the transparency and consistency of the process removing any sense of stigma. A similar process is used to engage with shift workers to help understand which shifts are most demanding and what measures can be taken to help manage fatigue. Shift times have been altered to better synchronize with the body’s “biological clock”.

At our Chirano mine in Ghana, with both surface and underground operations, the site has a fatigue management strategy based on awareness campaigns, increased interaction by supervisors with operators, regular breaks, working in pairs, placing critical tasks in daytime hours, progressive installation of fatigue monitoring tools in key equipment, and accessible reporting mechanisms.

Our Paracatu site has started a fatigue evaluation process with a pilot program involving 18 employees and including analysis using the Epworth sleepiness scale and Mallampati score. A management process helps determine what type of support should be provided to an employee in need of assistance (e.g. nutritionist, psychologist, physiotherapy, and social or physical advice).



## 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. To learn more, see [Management Approach, Health and Safety](#).

### Our Performance

We reported an occupational illness frequency rate of 0.0 per 1,000,000 hours worked for both 2018 and 2019 and 0.0 cases of work-related ill-health for both employees and contractors. We also continued and expanded several programs to enhance training and awareness of potential health risks. These included:

- Corporate support for advanced training 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.
- Personal, full-shift monitoring of workplace air quality, supported by biological monitoring campaigns for employees and workers with duties that potentially increase their risk of exposure to workplace contaminants. Our standard remains to meet American Conference of Government Industrial Hygienists (ACGIH®) recommended exposure limits unless more conservative exposure limits are listed in regulatory requirements.
- Retained qualified industrial hygienists at all Kinross mine sites during the reporting period. At each site, regular monitoring for noise, respiratory issues and exposure to

hazardous substances, including lead and arsenic, is conducted.

- Strengthened our focus on employee mental health and wellness. To increase awareness and ability to deal with mental health-related issues, we introduced mental health training for managers in early 2020. In some regions, we enhanced employee access to mental health resources, including the Employee Assistance Program (EAP), providing virtual mental health and well-being tools, a particular need for employees based in remote communities and in heightened demand due to the COVID-19 pandemic. To learn more, read [Supporting Employee Mental Health](#) (page 37)
- Established a global COVID-19 Task Force to oversee the Company-wide implementation of our COVID-19 management plan. We developed a framework of preparedness protocols and contingency plans to put precautionary and preventive measures in place to protect the health and safety of our employees, their families, and host communities, and to help ensure business continuity. To learn more, see [Kinross COVID-19 Response](#) (page 9).
- Continued our programs in disease prevention with an ongoing focus on the prevention of mosquito-borne illness at our mine sites in Brazil and Ghana through anti-vectorial protective measures, combined with awareness programs. At Paracatu, these measures led to only six cases of dengue among mine employees in the first half of 2020 compared to almost 250 in the city. Chirano’s malaria control program has led to a 92% reduction in the incidence of malaria in our workforce over the 2008 baseline, when the program began. A total of \$8.7 million has been invested in malaria control as of December 2019.



## Spotlight

Supporting Employee  
Mental Health

At Kinross, our mental health strategy is focused on three primary areas:

- raising awareness of mental health among employees and managers;
- removing the stigma associated with mental illness; and,
- ensuring employee access to a range of mental health and well-being tools.

Over the past year, we have advanced our work in all three areas with a priority focus on employees working at our sites in the U.S. and Russia, considering in particular the remote nature of some of the operations in these regions.

To help our leaders learn about mental health, we have held five workshops on mental health in the workplace for Kinross management from many of our offices, with more than 80 participants to date. Managers are learning about the links between mental health issues, stigma, behaviour and performance, and are developing the tools they need to manage and build a resilient and productive workforce. Feedback from the training has been positive. One of the participants stated that:

*"The mental health training we received empowers us to give employee well-being the careful attention it deserves. Kinross continues to demonstrate a meaningful commitment to putting people first through their efforts to promote mental health leadership".*

Training participant

For employees at our mine sites, immediate access to quality mental health resources is essential in a time of crisis or urgent need. At our U.S.-based sites, behavioural tele-health counselling is available, enabling employees to speak directly with behavioural health services in times of need. A new Employee Assistance Plan (EAP) was implemented in late 2019 for our U.S.-based employees that provides point-in-time support 24/7 365 days a year through a range of virtual tools and touchpoints. Through initiatives like Mental Health Month, reader boards and Facebook campaigns, we are helping to open up conversations in the workplace around mental health.

In Russia, the remoteness of our fly-in/fly-out Kupol and Dvoynoye operations presents unique challenges for employees needing professional mental health support and for managers helping employees through crisis. To address this need, visits to the sites by psychologists provide employees with personal counselling and team consultations. The psychologist also works with supervisors to help them develop the skills they need to deal with conflict and/or difficult situations. Remaining on site for a minimum of two weeks, the psychologist helps ensure that mental health expertise is available to each rotation of employees. First introduced at Dvoynoye, this practice was extended to Kupol employees in 2020 and is currently available by video while COVID-19 travel restrictions are in place.



## Community Health

Kinross implements measures at all of its mine sites to protect local communities from impacts which could affect health. These measures are based on stringent environmental controls, monitoring, and reporting, which are defined by the specific context of each mine site. At Paracatu and Chirano, where the mines are adjacent to the city and rural communities, control measures cover all potential physical impacts (e.g. noise, vibration, dust, water quality, visibility), while at remote sites such as Kupol, La Coipa and Maricunga, the priority focus is water quality. Recognizing the potential impacts of road transportation of supplies, equipment, and hazardous chemicals such as cyanide, all sites engage in community training in compliance with the International Cyanide Management Code (ICMI).

## Our Performance

## Protecting local communities

During the reporting period, there were no detected negative health impacts on our host communities arising from our operations. As part of our effort to safeguard local communities, we continued a range of initiatives including:

- At Paracatu, Chirano, La Coipa, and Russia, we continued our community environmental monitor training and participation programs. Across these sites, more than 360 community members have been trained. In a survey of Colla communities near La Coipa, 95% of respondents observed that the transparency derived from the training and participation increased their trust in the Company.



- At Tasiast in 2019, we conducted our fourth community cyanide awareness campaign since 2013. Along with engagement with local authorities, 12 focus group meetings were held including presentations and demonstrations. These resulted in greater understanding, expressed in part through reduced number of grievances for animal deaths which were previously incorrectly attributed to cyanide by complainants.
- At Paracatu, we continued our multi-year work on arsenic and public health, with ongoing work and research in the workplace, the community and the natural environment. This work, done in partnership with leading international and Brazilian universities, validates that arsenic is a low risk to public health in Paracatu. Much of this work was published in scientific literature (see <http://arsenio.kinross.com.br/en/> Brasil arsenic page). To learn more about our recent work on arsenic, see [Stakeholder Issues](#) (page 61).

### Contributing to improved local care

In addition to protecting community health, Kinross works with local communities, governments and other organizations to help improve access to, and the quality of, health care for local communities. In some cases, this support extends to distant regions of countries where we operate, as part of disaster relief efforts or through programs with national-level impact.


### Our Performance

- In Chile, we partnered with local health authorities to double the number of mobile clinics for Colla communities in the mountainous region, as well as facilitating the process for obtaining appointments at city hospitals and providing direct support for medicines. In a survey in the Colla communities, 91% of respondents observed that this program has improved their access to health-care services.
- At Tasiast, we partnered with a health-care non-governmental organization (NGO) to deliver mobile clinic services to local communities, providing more than 3,000 consultations in 16 different locations. For the people living within 30 km of the Tasiast mine, more than 600 separate consultations were provided at the mine clinic in 2019. Almost all local residents (95%) noted that they have not had to delay getting health care due to these programs, demonstrating a high level of effectiveness. More than 80% of residents rated the quality of the medical services as “good to very good”. Tasiast has also worked with local health authorities to improve the capabilities of the health centre in Chami, the nearest centre to Tasiast, through provision of two ambulances and medical supplies.
- At Chirano, more than 5,000 people have benefited from a comprehensive community health program including screening for diabetes, cervical cancer, HIV/AIDS, and eye health. Eyeglasses and medication were provided to those who needed them, and other patients were referred to district hospitals for followup as needed. This community health program is complemented by other community investment programs in village health centres, clean water systems, malaria control and waste management. To learn more about Chirano’s community health strategy, read our [Chirano site report](#) (page 93).



# Environment

## ANALYST CORNER Environment

 [Read Management Approach](#)

GRI 301, 302, 303, 304, 305, 306, 307, 308, MM1, MM2, MM3, MM10  
RGMP Principle 2, 8, 9, 10 SASB  
UNGC Principle 7, 8, 9 SDG 12, 15



Preventing, minimizing and mitigating our environmental impacts is critical to our business and is a priority for our stakeholders. We meet these responsibilities through effective implementation of our environment management system, which forms part of our corporate responsibility management system. Over the following pages, we provide a transparent account of our environmental performance across environmental issues of greatest importance to Kinross and to our stakeholders.

<b>Environmental Compliance</b>	<b>39</b>
<b>Permitting</b>	<b>40</b>
<b>Cyanide Management</b>	<b>41</b>
<b>Water Management</b>	<b>42</b>
<b>Air Quality</b>	<b>43</b>
<b>Climate Change and Energy</b>	<b>44</b>
<b>Tailings Management</b>	<b>48</b>
<b>Waste and Hazardous Materials</b>	<b>50</b>
<b>Biodiversity</b>	<b>51</b>
<b>Closure and Reclamation</b>	<b>53</b>

## Environmental Management System Initiative

Beginning in early 2020, we initiated a review and update of Kinross' environmental management system (EMS) and related standards. Our objective is to build upon the effectiveness of our existing EMS in managing environmental risks and to bring our program more in line with the latest ISO14001 (2015) standard. The updated EMS will help ensure that our standards and performance expectations remain

current, applied, and relevant in mitigating environmental risks and impacts of our day-to-day operations and development projects. Updated standards will be rolled out as they are completed and approved, with training provided. We expect to complete the rollout of Kinross' updated EMS across the Company in 2021.

## Environmental Compliance


Kinross is responsible for meeting thousands of permit obligations across our sites. To manage environmental compliance, each Kinross site maintains an obligations register that includes the specific requirements and assigns responsibilities for all tasks required to manage and maintain site compliance.

### Our Performance

A solid record of environmental performance is a priority for Kinross. This priority shows at all of our sites. At our active mine sites, we received two regulatory actions/Notices of Violation (NOVs) in 2018 and zero NOVs in 2019. For the writing of this report, our Fort Knox operation received a NOV in May of 2020 pertaining to a 2019 exceedance (see below). Our results and performance include:

- **Spills:** No major spills during the 2018 and 2019 reporting periods.
- **Fines:** Received a \$3,100 fine in 2019 pertaining to the transportation of mislabelled waste from our Paracatu operation, and a \$50,000 fine in 2020 pertaining to the 2019 warehouse fire at Paracatu. See Stakeholder Issues, [Paracatu Warehouse Fire](#) (page 62).

## ANALYST CORNER Environmental Compliance

 [Read Management Approach](#)

GRI 306, 307 SASB  
RGMP Principle 8 SDG 12, 15, 16  
UNGC Principle 7, 8



- **Exceedances:** Reported an exceedance at Fort Knox pertaining to levels of cyanide (CN) above the permit requirement in water discharged from the site in December 2019. This is the second NOV at Fort Knox in 22 years of operation. The Alaska Department of Environmental Conservation conducted an inspection and found that no environmental harm had occurred. For more information, see [Managing Water Quality at Fort Knox](#) (page 43).

Our reclamation site at Kettle River-Buckhorn received NOV's regarding non-compliance with water quality permits. The site is working to ensure the limits for the constituents are reasonable and attainable, as several limits are set below background levels. To learn more, see [Stakeholder Issues, Kettle River – Buckhorn, Water Quality](#) (page 63). and [Kinross' Second Quarter 2020 Management's Discussion and Analysis](#).





## Permitting

Kinross relies upon a robust permitting program to ensure continuous operation of our mine sites and to support our corporate growth strategy. All of our sites and projects must ensure that they are operating in good standing with all applicable permits, and that adequate timing is provided for planning, collaboration and collection of information prior to expansion activities.

### Our Performance

Over the past two years, we met all of our internal permitting targets including permitting renewals and experienced no work stoppages as a result of permitting delays. We maintained 334 permits and licences, completed 55 major permitting renewals and initiatives, and advanced 10 Environmental Impact Assessment (EIA) processes, including:

- Operating permit for Paracatu renewed in March 2018, including permitting associated with the Eustáquio and Santo Antonio dams.
- Received all necessary mining permits for Phase One and the Tasiast 24k expansion at our Tasiast site. Following discussion with the Government of Mauritania, an addendum to the Phase Two EIA was submitted and approved.
- Initiated an air quality study as part of the environmental impact assessment process at our Lobo-Marte development project located in the arid Atacama region of Chile. We installed 31 air quality monitoring stations to assess naturally occurring dust. The information collected will be used to ensure that dust produced by the project will not impact the sensitive biological receptors in the region.
- Proceeded with work at our Lobo-Marte development project to support preparation of an Environmental and Social Impact Assessment (ESIA). See [Lobo-Marte Pre-Feasibility Study and Biodiversity](#), (page 41) for more information.
- Continued to advance permitting for the Juniper Project at Bald Mountain integrating environmental best practices and mine planning with a focus on concurrent reclamation, a reduced footprint, and the protection of wildlife.

### 2019 Environmental Permitting

Region	Site/Project	Total Environmental Permits/Licences (number)	Major Permitting Initiatives/ Renewals Completed (number)
West Africa	Chirano	8	2
	Tasiast	16	0
Americas	Bald Mountain	33	7
	Fort Knox	84	2
	La Coipa	13	2
	Paracatu	5	1
	Round Mountain	117	35
Russia	Dvoinoye	11	1
	Kupol	47	5
Total		334	55



## Lobo-Marte Pre-feasibility Study and Environmental Stewardship

In July 2020, we announced the results of the pre-feasibility Study (PFS) for our Lobo-Marte project. Located in an environmentally sensitive area, adjacent to and slightly overlapping a biodiversity corridor that joins two wetlands, identified under the Ramsar Convention due to their ecological character. Kinross is putting in place a \$230 million contingency, a higher than usual percentage of total capital expenditures, to ensure that we plan and build Lobo-Marte in a leading, environmentally sound manner. During the evolution of the PFS, we identified a number of opportunities to ensure the project incorporates world-class environmental practices

in line with Kinross' focus on environmental stewardship. These opportunities will be considered as we further refine the engineering designs and costs as part of the feasibility study, expected in Q4 2021. Areas of particular environmental and community focus will include:

- Additional water containment and monitoring around the heap leach and waste rock dumps.
- Flora and fauna management or relocation.
- Engineering design for access road water crossings.
- Dust management and suppression.
- Sites of traditional cultural importance to the Colla indigenous communities which live in the region.



Local area near the Lobo-Marte project in Chile.

## Cyanide Management

We maintain 100% International Cyanide Management Code Certification at all operating sites. In October 2019, gold production ceased at Maricunga and the mine was placed into care and maintenance allowing its 2019 certification to expire in the same year. Our Bald Mountain mine is scheduled for an audit and recertification in 2020. With the restart of La Coipa currently anticipated in 2022, options regarding recertification are being considered.

### ANALYST CORNER Cyanide Management



[Read Management Approach](#)

GRI 301  
RGMP Principle 2, 8

UNGC Principle 7, 8, 9  
SDG 12, 15



Kinross Site	Date First Certified	Most Recent Recertification
Tasiast	2017	2020
Chirano	2013	2017
Bald Mountain	2008	2017
Round Mountain	2007	2020
Fort Knox	2008	2018
Paracatu	2008	2018
La Coipa	n/a	inactive – not applicable
Maricunga	2009	inactive – not applicable
Kupol (including Pevek)	2009	2017



## Water Management

Across Kinross' mines, our water use is subject to environmental laws and regulations with a complex variety of permit conditions and reporting obligations. While each site operates in a unique water context, all operations must meet corporate expectations for regulatory compliance, maximizing water efficiency, protecting water quality and engaging with stakeholders on matters pertaining to shared water resources.

### Our Performance

In 2019, we reported a reduction in our absolute water consumption and water intensity per tonne of ore processed over the prior year. Kinross' overall water consumption continued to be largely influenced by Paracatu which represents approximately 70% of Kinross' total water consumed. In 2019, total water consumed at Paracatu declined slightly while the volume of ore processed increased, compared to 2018, resulting in Paracatu's lowest water intensity (litres/tonne of ore processed) in the past five years. Our results and performance include:

- Reported an overall decrease in the volume of water consumed in 2019 compared to 2018, although slightly above Kinross' five-year rolling average.
- Continued to improve water efficiency, reporting 428 litres/tonne of ore processed and 419 litres/tonne of ore processed in 2018 and 2019, respectively, with notable improvements in water intensities at Fort Knox, Kupol and Paracatu.
- Implemented additional measures at Paracatu to reduce future operational risks during drought periods, including restocking water inventories in 2018 and also 2019, following low precipitation periods in years leading up to 2017.<sup>1</sup> See [The Acqua Project at Paracatu](#).

### ANALYST CORNER Water Management


[Read Management Approach](#)

GRI 303  
RGMP Principle 2, 10  
UNGC Principle 7, 8, 9

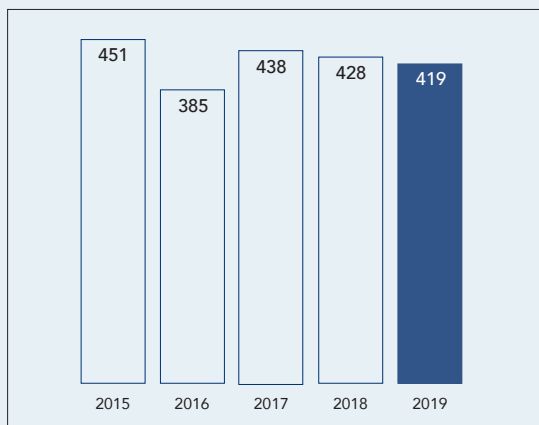
SASB  
SDG 6, 12



- Tasiast has reduced water from Sondage, a brackish water bore field approximately 65 km away from the site, by approximately 4% by reusing treated sewage water in ore processing.
- Commissioned the new water treatment plant at Fort Knox leading to a 761% increase in the volume of treated water discharged. See [Managing Water Quality at Fort Knox](#) (page 43).
- All operations are designed to recycle process water during the year. In 2018 and 2019, our operations recycled 79% and 76% of the volume of water consumed, respectively. The reduction in the recycled water metric for 2019 is largely due to an increase in permitted discharge of treated water at Fort Knox.
- In 2019, Kinross had three operating mines located in regions characterized as being situated within, or partly within, an area of high-water-stress: Tasiast, Maricunga, and Bald Mountain<sup>2</sup>. In 2019, gold production from water-stressed regions (based on freshwater consumption) represented less than 3% of Kinross' total gold production. Our Tasiast mine, located in the water-stressed region of Mauritania, uses brackish water and does not withdraw from potable or freshwater sources. While there has been no ore mined at our Maricunga operation since 2016, the site continued to process heap leach solution during the 2019 reporting period to produce gold until operations were discontinued in October 2019.

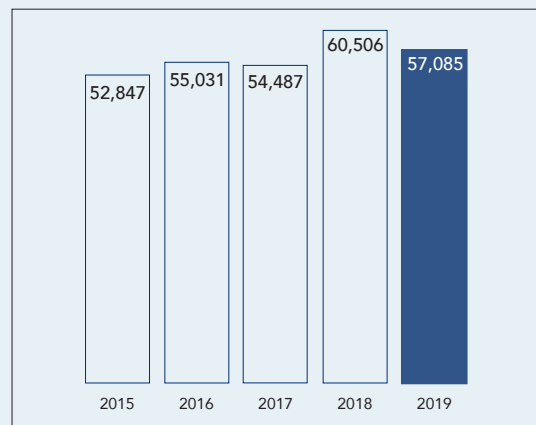
### Five-Year Water Intensity Rates

(litres/tonne of ore processed)



### Five-Year Total Water Consumed

(000 m<sup>3</sup>)



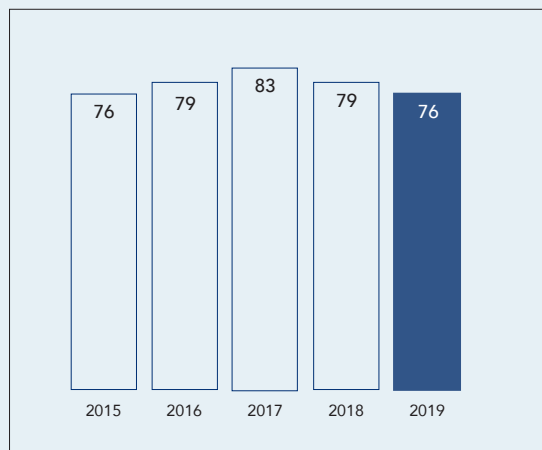
1) 2017 Corporate Responsibility Report, (page 110)

2) <https://www.wri.org/aqueduct>



### Five-Year Water Recycling Rates

(%)



in 2016, and only after reaching the full design height of the tailings dam. Water sampling is performed regularly to monitor water quality.

In December 2019, results from monitoring of RO discharge water showed levels of Weak Acid Dissociable (WAD) cyanide in excess of the mine's permitted daily discharge limit. The ADEC was immediately notified and we discontinued discharging water from the affected RO plant. In consultation with ADEC, we initiated an investigation into the incident to remedy the situation before safely resuming water discharge. The ADEC found that no environmental harm had occurred and the site received a minor fine.

To prevent a future recurrence of this type of event, improvements to monitoring equipment and procedures have been made as well as modifications to the treatment processes and trigger levels.



## Managing Water Quality at Fort Knox

At our Fort Knox mine, the water strategy focuses on managing process and non-process water while ensuring protection of local watersheds. Through our 27-year partnership with the Alaska Department of Fish and Game (ADFG), we are stewards of the Fish Creek watershed, into which we discharge treated water, and where we contributed to the successful enhancement of the local fish habitat for grayling and burbot, supporting growth and reproduction. The mine treats process water with reverse osmosis (RO) systems to maintain compliance with our permit limits under the Alaska Department of Environmental Conservation (ADEC) water quality division. We began discharging water

## Air Quality

Primary particulate emissions consist of dust from mining activities such as blasting, hauling, crushing and stockpiling rock. For point source emissions, we focus on potential mercury emissions from thermal processes related to refining, carbon regeneration and retorting. Each of our sites monitors and reports on possible pollutants, including carbon monoxide, nitrogen oxide, sulphur dioxide, particulate and a broad range of metals.

### ANALYST CORNER Air Quality

[Read Management Approach](#)

GRI 305  
RGMP Principle 2, 8  
UNGC Principle 7, 8, 9

SASB  
SDG 12, 15





## Our Performance

- Complied with air quality permits in all jurisdictions.
- Received draft Notices of Air Violations (NOAV) in 2020 at Round Mountain for the 2017 to 2019 period with regard to a PM10 exceedance in 2017 and exceedances in 2019 for state level mercury emissions limits. Ongoing activities such as retesting are being completed in 2020 to determine if these are one-time issues or if there is a chronic issue. As of publication of this report, the issue was not yet resolved. Round Mountain was in compliance with all federal mercury emission standards.

- Initiated an air quality study as part of the environmental impact assessment process at our Lobo-Marte development project located in the arid Atacama region of Chile. We installed 31 air quality monitoring stations to assess naturally occurring dust. The information collected will be used to ensure that dust produced by the project will not impact on the sensitive biological receptors in the region.
- Estimated emissions for NOx were 2,331 tonnes in 2018 and 2,413 tonnes in 2019. Estimated emissions of SOx were 938 tonnes in 2018 and 1,237 tonnes in 2019.

## Climate Change and Energy

Climate change is one of the top global issues facing society and is a priority issue for our stakeholders. We integrate climate change considerations into our business strategy through strong governance and risk management, and by empowering sites to develop and implement actions to reduce emissions and increase energy efficiencies. For our major expansion and development projects, we evaluate opportunities to reduce energy consumption through design optimization as well as exploring alternative and renewable energy power options. Description and mitigation of climate change impacts are a key component in baseline studies and environmental impact assessments at our development projects.

### Our Performance

In 2020, we completed an independent evaluation of our disclosure and performance on climate change, comparing with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). To learn more about the results of this initiative and recommended followup actions, see [Aligning with the recommendations of the Task Force on Climate-related Financial Disclosures](#) (page 15) and our [Task Force on Climate-Related Financial Disclosures Summary Table](#).

### Governance

The Charter of the Board CRTC includes assessment and mitigation of environmental and climate change risks.

### Strategy and risk management

We have initiated work on a high-level overview of the major climate change drivers and types of potential transition and physical risks and opportunities across the Company. This information will be used to inform an analysis and summary of key climate risks and opportunities at our mining sites, projects, and across the Company.

#### ANALYST CORNER Climate Change and Energy



[Read Management Approach](#)

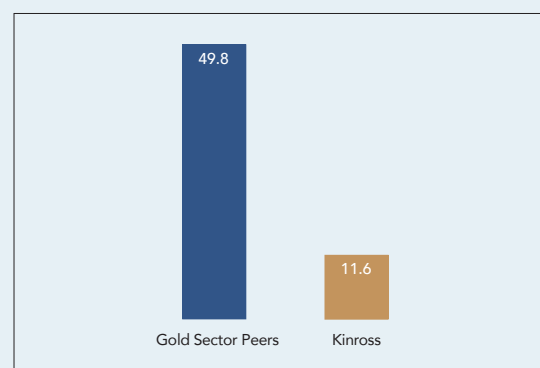
GRI 201, 301, 302, 305  
RGMP Principle 2, 10  
UNGC Principle 7, 8, 9

SASB  
SDG 12, 15



#### Benchmarking GHG Emissions Five-Year Average

(kg CO<sub>2</sub>e/tonne of ore processed)



Source: Public disclosures of nine gold companies, including Kinross.

### Metrics

In 2019, Kinross maintained one of the lowest GHG emissions intensities compared to peers in the gold sector, ranking third lowest among nine peers. Over the past five years, our GHG emissions intensity has consistently been below the average of a group of nine gold sector peers. Improved efficiencies at Paracatu and Kupol helped to offset increases in energy consumption in our West Africa region in 2019. At the site level, our total (direct and indirect) energy use increased by 14% at Tasiast and Chirano. With Kinross' total tonnes of mined ore and waste up by 9% in 2019 over 2018 (421 million tonnes vs 386 million tonnes), the marginal increase of 1.3% in total energy use reflects efficiency gains.



at Paracatu and Kupol. Consequently, our performance and results include:

- At Tasiast, total energy consumed per tonne of ore processed increased by 24% from 2018, following completion of the Phase One expansion and ramp up of the primary stage grinder, as well as other upgrades. The related increase in direct energy consumption at Tasiast contributed to a 14% rise in the site's total Scope 1 and 2 GHGs compared to 2018.
- Energy efficiency projects completed in 2018 and 2019 across all sites have resulted in savings of 23.8 million kilowatt hours (kWh/year) of electricity and 11 million litres/year of fuel oil, equivalent to a GHG savings of 38,100 tCO<sub>2</sub>/year and representing a 2.5% reduction over 2017.
- Scope 3 emissions in 2018 and 2019 were 138,000 tonnes and 123,700 tonnes, respectively. In 2019, 38% of our electricity consumption (total of grid purchase and self-generation) was from renewable energy.
- Since completing the 2018 acquisition of two hydroelectric power plants in Brazil (155 MW installed capacity), we have integrated them into our operations and they are providing sustainable, renewable energy into the grid, covering approximately 70% of the power requirements of our Paracatu operation.

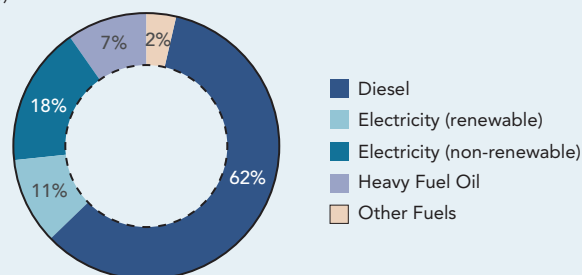
- Reported to the CDP for the 16th consecutive year. For Kinross' detailed report on climate change strategy, governance, energy use and emissions, see our latest submission at [cdp.net](https://www.kinross.com/cdp.net).

## Targets

We continue to evaluate emissions targets and will be doing further work in the area of climate strategy to determine our next steps. For our new projects, we are introducing the use of an internal price on carbon in the evaluation of energy options.

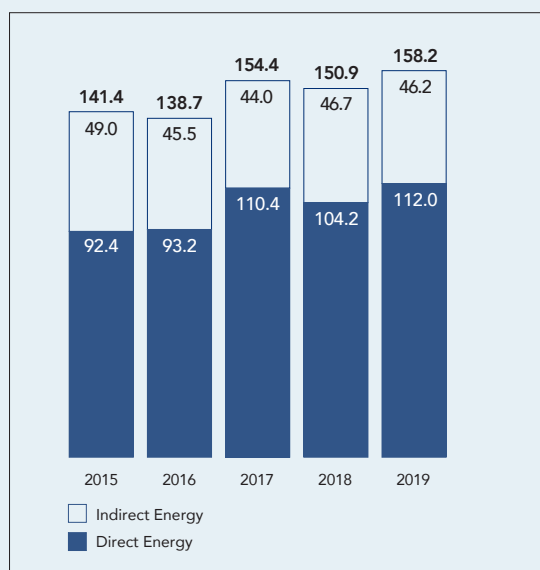
### 2019 Total Energy Consumption by Type

(%)



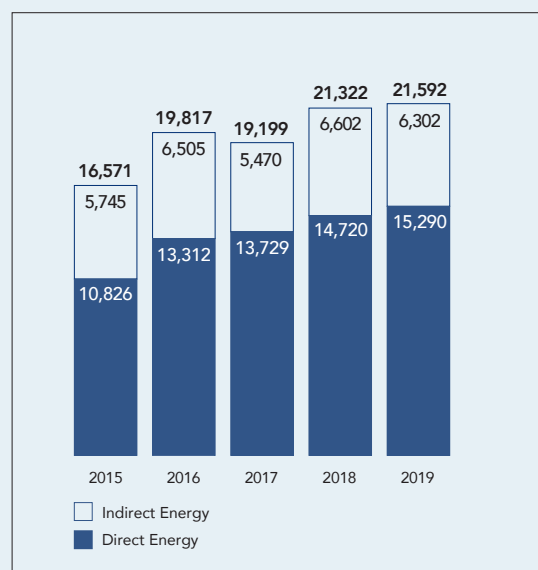
### Five-Year Energy Direct and Indirect Intensity Rates

(megajoules/tonne of ore processed)



### Five-Year Total Energy Consumption

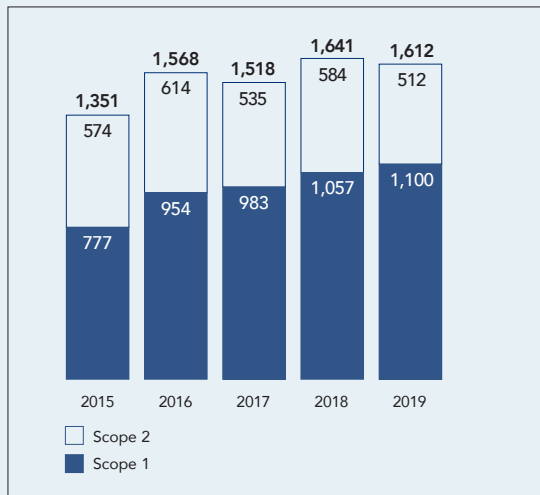
(gigajoules x 1,000)





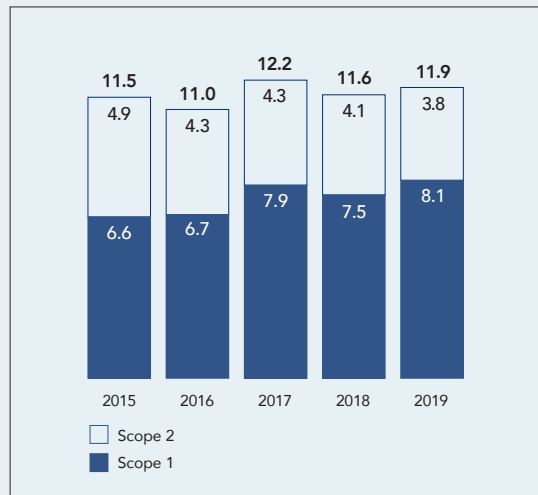
### Five-Year Kinross GHG Emissions Scope 1 and Scope 2

(1,000 tonnes CO<sub>2</sub>e)



### Five-Year GHG Intensity Rates

(kilograms CO<sub>2</sub>e/tonne of ore processed)





## Energy Efficiency

We strive to incorporate energy efficiency into our development projects and operations. This covers all aspects of our operations including: mine planning, reducing haul distances, metallurgical process optimization, sizing of pumps to operate at optimal efficiency, efficient lighting, efficient electrical distribution systems and equipment, fuel management systems, and higher efficiency engines for power generation. These principles are being incorporated into the Tasiast 24K expansion, Lobo-Marte, and Chulbatkan projects and are expected to contribute to reductions in both energy consumption and GHG emissions.

We introduced a Company-wide fuel management program to improve fuel efficiency, lower cost and emissions. Each site has assigned a fuel management co-ordinator to better monitor fuel usage and to ensure our Fuel Management Best Practices Guidelines are met and to comply with our Environmental Management System.

Site-specific initiatives largely focused on process optimization and initiatives to reduce fuel use at operations, including:

- **Fort Knox:** The Walter Creek Heap Leach facility has been in operation since 2009 and flat surfaces for leaching have reduced over time, requiring optimization of slopes to both increase leaching surface area and to reduce energy consumption. The front slope of the heap leach was re-graded and lowered the pad elevation. This allowed hydraulic and piping modifications to be made to bypass a booster station, resulting in reduced power requirements.



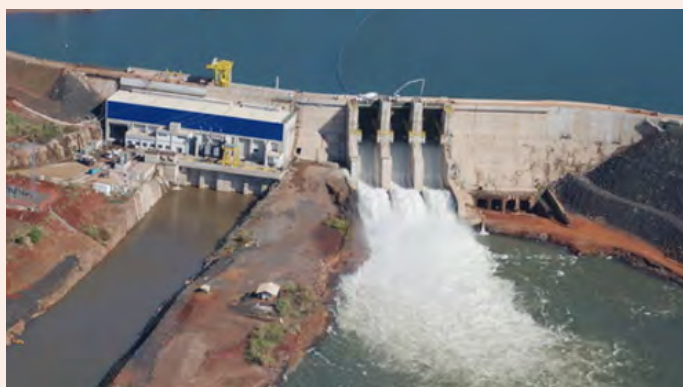
- **Tasiast:** Reduced emissions through improvements in haul truck speed, operator training and mine planning, and designing shorter haul routes that have allowed the reduction of the use of the heavy equipment fleet while still meeting mine production requirements.
- **Chirano:** Installed an underground fuelling station eliminating the need for equipment to travel to the surface for refuelling.
- **Paracatu:** One of the ball mill circuits has been shut down through process optimization and configuration changes, while maintaining mill throughput. This has decreased the circulating load in the entire plant, reducing power consumption, pump wear and makes the plant easier and safer to operate. Other opportunities include the shutdown of one of the two hydrometallurgy plants, more efficient motors and optimizing mill circuits. The cumulative process optimization measures have resulted in a drop in electrical load of 2 MW, part of the PTU950 Continuous Improvement program on site.

## Renewable Energy

In 2018, Kinross acquired the Barra dos Coqueiros and Caçu hydroelectric power plants located on the Claro River in the neighbouring state of Goiás, approximately 660 km west of Paracatu. Both plants are “run of river” facilities with a total installed capacity of 155 MW and are supplying approximately 70% of Paracatu’s power needs. The two hydroelectric projects have resulted in a significant decrease in our total GHG emissions intensity (direct and indirect) in Brazil from 6.1 kg CO<sub>2</sub>e in 2017 to 3.8 in 2019. At both of these facilities, Kinross has active programs for environmental, health and safety management, and for interaction with the local communities. We continue to evaluate opportunities to add renewable energy at our other sites, either for displacement of self-generated power or through power purchase agreements.

We continued to support local communities in gaining access to renewable energy, leading to improved well-being and freeing up income otherwise spent on expensive power. For

example, with the rural community of Santa Rita, near the Paracatu mine, we partnered with the Federal Institute of the Triângulo Mineiro in 2016 to install solar power for electric shower heads for 36 families, resulting in hot water for the first time. In Chile, we continued the installation of solar energy for families in Colla communities in the Cordillera, with 13 homes completed by the end of 2019.







## Tailings Management

Kinross' tailings management system is based on our fundamental commitment to safety and environmental stewardship. Technical excellence at all stages of the mine life cycle — design, construction, operation, closure and post-closure — is critical to our tailings management program and ensuring sustained safe performance. We incorporate best-in-class standards, aligned with the Mining Association of Canada's guidance and the International Commission on Large Dams. Our Tailings Scorecard, independent review by a panel of technical experts, and tailings governance structure are key components of our tailings risk management system.

### ANALYST CORNER Tailings Management


[Read Management Approach](#)

GRI G4 MM3  
RGMP Principle 10  
UNGC Principle 7, 8, 9





SASB  
SDG 8, 15



## Tailings Reporting

In 2019, and in keeping with our own commitment to transparency, Kinross published a comprehensive disclosure in response to the [Church of England's](#) call for the global mining industry to provide greater transparency concerning tailings dam management. Our report provides a detailed and current account of our approach to tailings management, governance and oversight, emergency response, design criteria, hazard classification and an inventory of our tailings storage facilities. We encourage readers to consult this report to understand [Kinross' Best Practice Approach to Tailings Management](#).

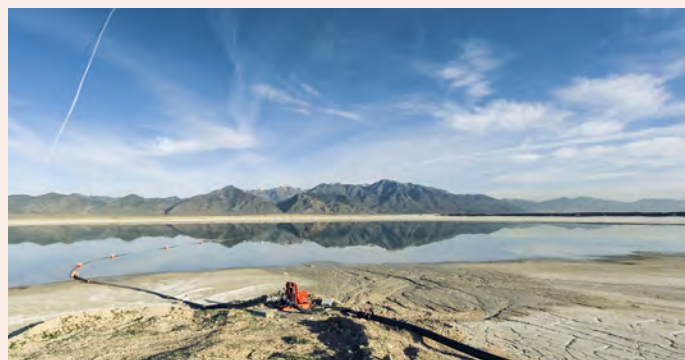
### Kinross Tailings Management System Overview

Aspect	Objective	Site-Level Controls	Corporate-Level Controls
 <b>Design</b>	Tailings design must ensure a robust, safe system suitable for site geotechnical, operating and anticipated climatic conditions	<ul style="list-style-type: none"> <li>• Qualified Engineer of Record (EoR)</li> <li>• Site characterization</li> <li>• Jurisdictional standards</li> <li>• Regulatory approvals</li> </ul>	<ul style="list-style-type: none"> <li>• Kinross design standards (based on alignment with best practice standards)</li> <li>• Independent panel review</li> </ul>
 <b>Construction</b>	Tailings facility construction must be consistent with design and meet or exceed regulatory requirements or international best practice	<ul style="list-style-type: none"> <li>• Independent Construction Quality Assurance</li> <li>• Regular review by EoR</li> <li>• Regulatory Commissioning</li> <li>• Robust records, as-built</li> </ul>	<ul style="list-style-type: none"> <li>• Site/corporate steering committee for major tailings construction</li> </ul>
 <b>Operation</b>	Operating practices applied must support the facility design and not endanger groundwater, surface water, human health or the environment	<ul style="list-style-type: none"> <li>• Site Responsible Person</li> <li>• Site Operating Maintenance and Surveillance (OMS) Manuals</li> <li>• Site water balance</li> <li>• Annual EoR inspection</li> <li>• Regulatory Inspections</li> </ul>	<ul style="list-style-type: none"> <li>• Tailings Scorecard reviewed quarterly by Chief Technical Officer and CRTC</li> <li>• Water balance performance (tied to the CRPM)</li> <li>• Safety &amp; Sustainability Audit</li> <li>• Independent panel review</li> </ul>
 <b>Closure</b>	Ready for closure at the end of mine life and can be reclaimed to ensure long-term chemical and physical stability, consistent with post-mining land use	<ul style="list-style-type: none"> <li>• Site closure plan</li> <li>• Site pilot tests</li> <li>• Regulatory oversight</li> </ul>	<ul style="list-style-type: none"> <li>• Annual decommissioning liability review</li> <li>• Safety &amp; Sustainability Audit</li> <li>• Technology transfer from Reclamation Business Unit</li> </ul>



## Tailings Scorecard

Our Tailings Scorecard is a cornerstone of our Company-wide tailings management system. On a quarterly basis, each Kinross site provides a detailed report on the site-specific key performance indicators related to all aspects of our tailings facilities. The information provided by each site is rolled up into a corporate Tailings Scorecard which is reported at the executive level to our Chief Technical Officer and reviewed at the Board level by the CRTC. Shown below are illustrative examples of actions which could potentially be identified in a site's scorecard.



Scorecard Category	Objectives
Tailings Deposition	Ensure adequate beach widths, targeted deposition slopes, water management objectives.
Water Management	Track water volumes to assess potential impacts of wet or dry scenarios.
Monitoring	Ensure all surveillance equipment is operable and within design limits.
Construction Planning	Construction is on track to achieve planned milestones.
Closure Planning	Ensure the facility is geochemically and physically stable after closure.
Third-Party Comments	Confirm that issues identified are addressed in a timely manner.

## Our Performance

During our 27-year history, there has never been a tailings breach at a Kinross-owned facility. Through our programs, we continue to be vigilant, comprehensive and responsible in how tailings are managed at our facilities. In 2018 and 2019, we maintained our performance record across our nine active and five<sup>1</sup> inactive tailings storage facilities (TSF). Kinross also has three closed tailings facilities at our Sunnyside, Hayden Hill and Manhattan reclamation sites. In addition, we:

- Convened the independent panel of geotechnical experts four times in each of 2018 and 2019.
- Conducted an internal corporate audit review of Kinross' tailings management program, with the results confirming: alignment with the Mining Association of Canada's guidance; effectiveness of corporate and site-level controls; effectiveness of independent review; and adequacy of Kinross' risk management process and procedures with respect to tailings management. Minor administrative deficiencies were identified and are being corrected in 2020.
- Conducted independent reviews at 100% of active tailings facilities over the past three years. The reviews included members of the independent panel of three geotechnical tailings experts. During the reporting period, reviews were carried out in 2018 at Fort Knox, Kettle River-

Buckhorn, Paracatu and Tasiast, and two sites in 2019 (Kupol and Paracatu). Kinross' CRMS requires tailings reviews to be conducted annually at Paracatu, every two years at Fort Knox, and every three years at other operations.

- Conducted our first independent expert review and inspection of Kinross' Brazil hydroelectric plants and started to adapt our dam safety standards to include hydroelectric dams and to ensure integration of Kinross' CRMS.

### Waste Rock

At all stages in the life of a mine, we study the geological materials that will be exposed to weathering by our activities and the potential for acid and/or metalliferous drainage (AMD). At Paracatu, for example, we started field trials in 2018 to identify the best covering material and slope angle for the waste rock dump. Read more in [Integrated closure process – Reclaiming Paracatu's Santo Antonio Dam](#) (page 54). During the reporting period, all sites were required to maintain Geological Materials Management Plans as part of the Kinross EMS.

In 2019, Kinross produced 283,900,000 tonnes of waste rock of which approximately 10% is potentially acid generating (PAG) and is carefully managed to minimize acid generation. Over the reporting period 2018-2019, we have had no incidents related to physical instability of waste rock dumps, or unexpected/uncontrolled AMD.

1) At the end of FY 2019, four of Kinross' five inactive facilities were in care and maintenance. Kinross also has three closed tailings facilities.



## Waste and Hazardous Materials

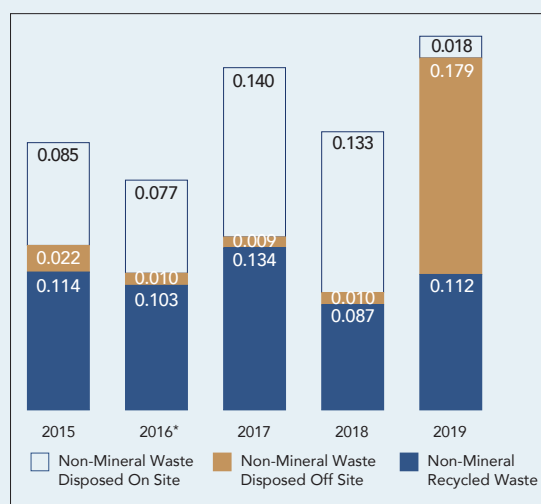
All of our sites seek opportunities to reduce the volume of waste produced and to identify opportunities for reuse and recycling. We dispose of materials that cannot be recycled or reused safely, in accordance with regulations for safe handling, transportation and storage. In 2019, our waste production increased due to cleanup and demolition work performed at some of our sites in Russia and the Americas.

### Our Performance

- Reported a 2.5x increase in non-hazardous waste generated over 2018, with Russia and Round Mountain being the largest contributors due to demolition and clean-up activities at sites.
- In 2019, the generation of hazardous wastes increased significantly by approximately 5.7x over 2018. The large contributor to the increase is from Paracatu where additions to the heavy fleet generated materials such as waste oils, used coolants and sludges. The increase arising from the new fleet for Paracatu can be expected over the life of the mine whereas the demolition activities will not occur year-over-year.

### Five-Year Non-Mineral Waste Intensities

(kilogram/tonne of ore processed)



### ANALYST CORNER Waste Management

[Read Management Approach](#)

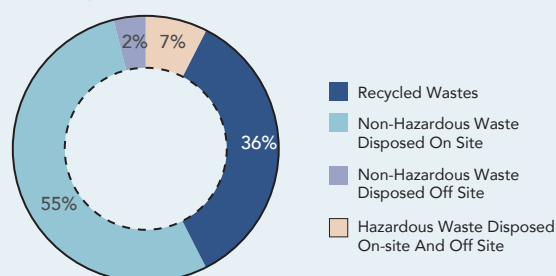
GRI 306  
RGMP Principle 1, 8

UNGC Principle 7, 8, 9  
SDG 12, 15

- Maintained active recycling programs at all sites with continued high recycling rates at Fort Knox and Paracatu of 69% and 77% of the total waste generated, respectively. A decrease in the volume of recycled waste at Tasiast is attributed to delayed regulatory authorization for waste removal from site.
- Advanced programs to reduce the consumption of single-use plastics at Dvoinoye and Kupol. See [Eliminating Single-Use Plastics in Russia](#) (page 51).

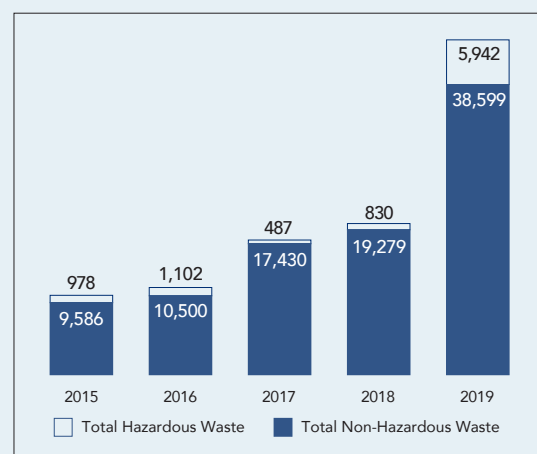
### 2019 Non-Mineral Wastes by Category

(% of tonnes)



### Five-Year Total Hazardous/Non-Hazardous Waste Generated

(estimated tonnes)





## Spotlight Eliminating Single-Use Plastics in Russia

Kupol has been engaged in recycling of plastic since 2009, with 548 containers (or more than 3,760 tonnes of waste) shipped out for recycling from the site since 2009, and approximately 320 tonnes in 2019 alone. Most of this waste is industrial plastic such as packaging for reagents (around 318 tonnes per year) and about two tonnes per year consists of empty plastic bottles. We work with a reliable recycling contractor in Russia's Far East, with licensed processing facilities, ensuring that our commitment to environmental responsibility extends beyond the immediate scope of the mining operation.

In 2019, our Russian operations initiated a new phase of the recycling program to eliminate single-use plastics at the Dvoynoye and Kupol mines and reduce the amount of plastic waste. The ultimate goal is to minimize use for both plastic water bottles and tableware, reducing shipping costs as well as environmental impacts. Already, both sites have replaced plastic tableware with a biodegradable alternative.

At Kupol it was essential to develop a local supply of high-quality drinking water in order to reduce reliance on water shipped to site in plastic bottles. Kupol has developed a groundwater well, which will supply a drinking water network, expected to be operational in 2020. Five reverse osmosis mini-units were installed and reusable water bottles were provided to employees. Kupol plans to install a saturator, allowing the preparation of carbonated drinks on site and removing deliveries of carbonated drinks in disposable bottles.

At Dvoynoye, seven water purifiers for ultra-filtration and four reverse osmosis mini-units were installed and reusable water bottles were provided to employees for personal use. In 2019, Dvoynoye reduced the number of bottles by 13,440, weighing 430 kg empty, or about 20% of the two tonnes of plastic bottle waste produced every year.

The short-term target for both sites is to reduce plastic bottle use by 80%, with remaining bottles stocked for emergencies and crew buses only.

Employee engagement in reducing plastics has been critical to the success at each mine. At both sites, awareness campaigns have encouraged employees to play an active role in rejecting disposable plastics and supporting recycling programs.



## Biodiversity

Kinross does not operate, explore, mine or drill in World Heritage areas or IUCN (International Union for Conservation of Nature) Category 1-1V protected areas. Two sites, Bald Mountain and Paracatu, are located in areas of high biodiversity value. Each site has implemented additional measures to protect the environment. Paracatu is located in the Cerrado Biome, an area of national biodiversity significance protected under Brazilian law.

## Our Performance

Biological Resource Management Plans (BRMP) were in place at seven Kinross operating sites in 2018 and seven Kinross sites in 2019. Two sites require new and updated BRMPs to be developed and they are working on these. A total of 224 IUCN red-listed species are known to occur in the same region as our sites in Brazil, Nevada, Chile and Mauritania of which 12 species are vulnerable and two are endangered, and with zero critically endangered. Our results and performance include:

### ANALYST CORNER Biodiversity

[Read Management Approach](#)

GRI 304, MM1, MM2  
RGMP Principle 9  
UNGC Principle 7, 8

SASB  
SDG 15



- Received the 2019 Corporate Conservation award from Trout Unlimited for our commitment to corporate responsibility and conservation. Kinross is the first mining company to receive this award.
- Completed a biodiversity assessment in Mauritania confirming that there were zero impacts on the Outstanding Universal Value (OUV) of Mauritania's Banc d'Arguin National Park (PNBA). Read [Protecting Biodiversity in Mauritania](#) (page 52).
- Paracatu, Bald Mountain, Maricunga and Tasiast are adjacent to areas of important global/national biodiversity.

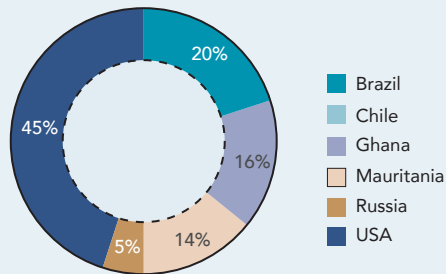
Read more about our work on biodiversity. See [Mule deer adaptive management at Bald Mountain](#) and [Understanding the impacts of climate change on bird life in Russia's far north](#).





## 2019 Land Use by Country

(% of hectares)



## 2019 Biodiversity Assessment

Operations (#)	9
Total land area of operational sites (ha) <sup>1</sup>	123,000
Total land occupied by mining facilities (ha) <sup>2</sup>	18,000
Number of sites assessed for biodiversity (%)	7 (77%)
Total land area of sites assessed with BRMP (ha)	79,000
Land area protected by Kinross (ha)	4,000
IUCN Red-listed species (#)	224

1) Total land area is based on 2017 data.

2) Assumption that all land occupied by mining facilities is considered disturbed and remaining area is undisturbed.

Figures shown are rounded to nearest thousand where applicable.

## 2019 IUCN Species by Level of Extinction Risk

Threat Level	Region				Total
	Russia	Africa	North America	South America	
Vulnerable	1	0	4	5	10
Endangered	0	0	1	1	2
Critically Endangered	0	0	0	0	0
Total	1	0	5	6	12

## Spotlight Protecting Biodiversity in Mauritania

Independent biodiversity and groundwater modelling studies commissioned by Tasiast in 2019 confirmed that our mining operations and water pumping from the Sondage borehole field do not impact the Outstanding Universal Value (OUV) of Mauritania's Banc d'Arguin National Park (PNBA).

Designated as a UNESCO world heritage site, the PNBA is situated along Mauritania's Atlantic coast and is one of the world's most important zones for nesting birds and Palearctic migratory waders. While the park is located some 65 km from the Tasiast mine, its boundary is about 5 km from a borehole field which supplies water to the mine by pipeline, extracting saline water from a deep aquifer. This aquifer lies at the base of coastal sediments and is more than 40 metres below the regional groundwater aquifer and separated from it by clay, sand, and silt sediments.

Over the life of the Tasiast mine, about 1% of the volume of the deep aquifer will be used. Tasiast has undertaken several EIAs. Each study has included public consultation. Study results have confirmed that no significant impacts on the PNBA have been identified. Tasiast has ongoing relationships with the PNBA, and other agencies that



includes annual reviews of groundwater monitoring and modelling. The eco-hydrological study was conducted as part of our IFC-led project financing. The study was independently reviewed and confirmed by specialists that there was no impact arising from Tasiast.

The assessment process revealed opportunities for Tasiast and the PNBA to strengthen their relationship through a formal agreement, which established a steering group and a technical committee. Both groups have met to review studies and discuss other areas of collaboration. The framework agreement allows for a partnership between the PNBA and Tasiast in projects that support the OUV of the park and the sustainability of the way of life of the Imraguen, traditional artisanal fishing communities that live within the park. The World Heritage Center has a close interest in the PNBA and closely monitors any potential impacts to its OUV.



## Closure and Reclamation

Kinross has an excellent record of success in closure and reclamation of mined lands. At our active mine sites, closure and reclamation considerations are an integral part of our operational strategies. Each site develops and maintains closure and reclamation plans that meet our Corporate Closure and Reclamation Standard and deliver on our reclamation objectives. All of our operations are required to maintain a Community Plan for Closure to support our social objectives at the community level.

### Our Performance

We developed, reviewed and updated our closure and reclamation plans for all of Kinross' nine active mine sites (100%) during the year, delivering on our reclamation obligations. After successfully addressing reclamation obligations at our closed sites and reducing the amount of unreclaimed land to a minimum of six hectares in 2017, we moved the Buckhorn mine into reclamation in 2018, resulting in an increase in disturbed area. Our results and performance include:

- Reviewed and maintained updated closure estimates for all sites.
- Continued to manage Kinross' five reclamation sites: Kettle River-Buckhorn, Hayden Hill, Champagne, Manhattan and Sunnyside. Over the past two years, we progressed several reclamation initiatives and reported a number of closure achievements, including:
  - Reclamation at the Buckhorn mine site in 2018, planting 25,000 trees across the 22-hectare mine site. Operation of the water treatment facility continued in 2018 and 2019. At the end of 2019, reclamation of Buckhorn was 95% complete.

### Recognitions for Excellence in Environmental Reclamation

Over the past ten plus years, Kinross has been recognized for its work on returning land to post-mining uses. Among the awards received are:

- Kinross' previously owned reclamation sites Mineral Hill, DeLamar, True North, and currently owned Manhattan site, have received the prestigious U.S. Bureau of Land Management (BLM) National Hardrock Mineral Environmental Award.
- Fort Knox was awarded an Honorable Mention for reclamation carried out at its True North mine by the Interstate Mining Compact Commission (2015).

#### ANALYST CORNER Closure and Reclamation


[Read Management Approach](#)

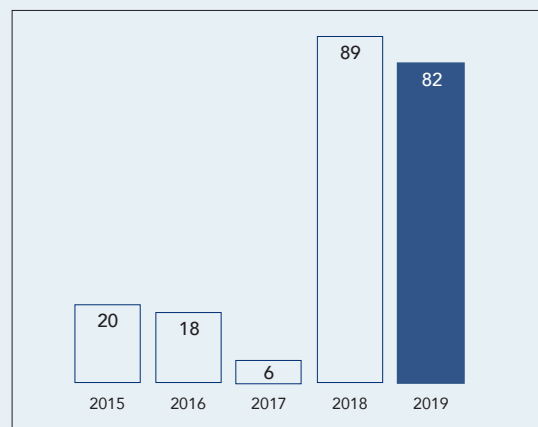
GRI G4 MM1, MM10  
RGMP Principle 9

UNGC Principle 7, 8, 9  
SDG 12



#### Five-Year Disturbed Area at Closed Sites

(as of Dec 31, 2019) (hectares)



- Reviewed technical assumptions built into our site closure plans to ensure they meet technical and environmental requirements.
- Completed all work at the Champagne site in 2019, discharging Kinross' obligations for that site under the U.S. Bureau of Land Management's (BLM) requirements.
- Continued post-closure monitoring at the fully reclaimed Manhattan site.
- Continue to manage water from the biological treatment plant at Hayden Hill.

- Kettle River-Buckhorn received the U.S. Bureau of Land Management's 2016 Hardrock Mineral Community Outreach and Economic Security Award, recognizing the mine's exemplary work in social closure and reclamation and remediation.
- Paracatu won an environmental conservation award for the Spring Protection Project in the category of "Best Example of Water, Air, Flora and Fauna" (2016).
- Bald Mountain was awarded the Nevada Department of Wildlife's 2017 Excellence in Mine Reclamation Award for Concurrent Reclamation and Wildlife Habitat Restoration for performing approximately 445 ha of reclamation, which reduced disturbance within, and adjacent to, an important mule deer migration corridor.



## Spotlight

## Integrated Closure Process – Reclaiming Paracatu’s Santo Antonio Dam

Our Paracatu mine has a well-established program of progressive reclamation at site, integrating closure activities into the operational stage whenever possible. As the mine’s Santo Antonio tailings storage facility (TSF) reached full capacity in 2015, with a total area of 950 hectares, we ramped up closure and reclamation work, focusing on an area of 537 ha closest to the dam, while tailings reprocessing continues in areas furthest from the dam.

To support the Santo Antonio TSF closure plan, the mine put in place a multidisciplinary oversight committee. The closure goal for Santo Antonio is to create a permanently stable landscape which is aesthetically and environmentally compatible with the surrounding environment, and which considers the local community’s expectations for future land use.

From the outset, Paracatu’s strategy has followed a science-based and collaborative approach to TSF reclamation, working with universities, conducting field trials and drawing upon research to inform the physical reclamation process, techniques used and post-closure land use options. A top priority has been the prevention of acid rock drainage by covering the exposed tailings with soil to minimize water and oxygen filtration, thus preventing groundwater contamination. A study conducted in 2016 used oxygen and moisture sensors installed on the surface of the tailings to help determine cover design and optimal thickness.



Since concurrent reclamation began, 355 hectares have been reclaimed at San Antonio, representing 65% of the total area in this phase of recovery. The final drainage system and revegetation on the embankment has also been completed. Reclamation of the TSF is on track with expected completion over a five-year period and considerations for future land use are part of Paracatu’s comprehensive integrated closure strategy.

We started a program with 20 local farmers to grow seedlings to support revegetation of the Santo Antonio area, providing them with additional income and motivation to avoid traditional burning practices.



Studies were initiated in 2018 for the main waste rock dump (WRD) to determine future cover design, using an approach similar to that for Santo Antonio. A section of the WRD was selected for the study and reworked to real closure slope angle. Different thicknesses and types of cover material were applied and 36 humidity and oxygen sensors were installed along the slope to assess humidity and oxygen infiltration over the wet and dry seasons. Data obtained from the real-time monitoring of conditions in and beneath the different cover layers will be used to help design the closure plan for the full area of the WRD, resulting in stable, safe landforms and lower risk and cost.

The Santo Antonio closure plan is part of the site’s risk-based approach to studying post-closure scenarios. In 2019, a risk analysis was completed for site facilities in the context of post-mine land use, identifying both actions required during operations and closure and limitations on uses at particular facilities. These results were consolidated in a master plan for future land uses at the site. Following this first stage of integrated closure planning, a series of consultations will be done with local authorities, communities and other stakeholders to integrate their views.



# Community

## ANALYST CORNER Community and Stakeholder Engagement

[Read Management Approach](#)

GRI 102, 411, 413, G4 MM 5, 6, 7, 8, 9 SASB  
RGMP Principle 2, 7 SDG 4, 5, 12, 16



For Kinross, understanding how our mining activities impact the social, economic and environmental well-being of our host communities is central to our sustainability strategy. We listen to our stakeholders and work with them to ensure that we understand their perspectives while making a positive and sustainable contribution to their quality of life during operations and post-closure.

We rely upon our Site Responsibility Plan (SRP) framework, Kinross' comprehensive management system for community relations, and a cornerstone of our corporate sustainability program, to develop and maintain good relationships, with the goal of delivering productive outcomes for all parties and building trust between the Company and the community. All of our operations and development projects are required to implement the SRP system.

## Our Performance

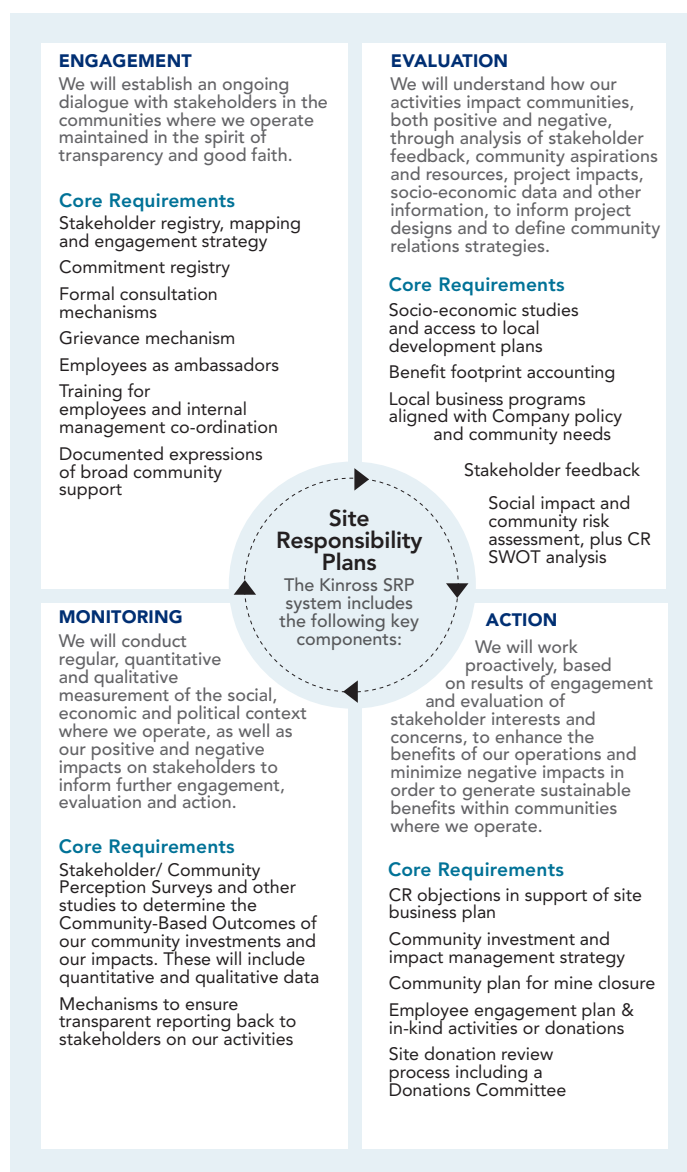
All of our active mines maintained active programs for regular community consultations as part of their SRP. Across our mine sites and projects, we experienced zero work stoppages or disruptions to ongoing operations as a result of major community issues in 2018 and 2019. Our performance and results include:

## Stakeholder Engagement

### Community

- Held over 90,000 interactions with stakeholders in 2019, averaging 28 engagements per day. Interactions were higher in 2016 to 2017 due to permitting consultations for La Coipa and Round Mountain. For more information, read [the site reports](#) (pages 81 to 96) in this report.
- Continued to receive overwhelmingly positive feedback from community stakeholders. Received 3,571 positive expressions in 2019, an increase over 2018 which was the first year not to include Kettle River-Buckhorn feedback (average 2,800 per year in 2015-2017). Received 683 negative expressions of community feedback in 2019, which includes 535 from Paracatu, where one individual accounted for 70% of complaints. Our Paracatu site has a comprehensive community monitoring program, in place since 2010, to ensure transparency around physical impacts of operations, and started a site visitor program in 2018 with more than 3,000 visitors to date. See [Transparency at Paracatu](#) (page 58).

Community	55
Working with Indigenous Peoples	58
Key Stakeholder Issues	61



- Achieved an average of 94% of planned key stakeholder meetings and a self-assessed 90% positive perception of meeting results.





- Maintained active mechanisms for community consultation, grievances, and dialogue at all active mine sites and development projects.
- Managed six grievances and five community issues in 2019; the grievances and all but one of the issues were resolved within the target time frame. The outstanding issue pertains to the Rio Jorquera Colla community in Chile. We experienced zero major community incidents at sites and projects in 2018 and 2019.
- Held an average of 2.3 meetings per employee during 2019 on community relations matters.
- There were zero cases of resettlement and relocation in 2018 and 2019.
- Kinross does not have any operations or projects located near, or adjacent to, areas of conflict.
- Updated guidance for SRP metrics and reporting, including new metrics for the number of local benefit footprint area businesses used and employee engagements, and completion of planned key stakeholder meetings.
- Developed SRP guidance and a simplified reporting framework for non-operational sites. Currently, Kettle River-Buckhorn is reporting using this protocol.
- Initiated stakeholder engagement related to the Chulbatkan project, located in Russia's Polina Osipenko district of the Khabarovsk region, and 18 km from the Udinsk settlement. Shortly after the acquisition of the project was completed in 2020, we established contact with the Administration of Udinsk and the local branch of the Indigenous Peoples Association. This early engagement has allowed us to start building relationships, including understanding the local context and community concerns, responding to some needs where possible.
- Initiated stakeholder engagement with Colla indigenous communities for the Lobo-Marte project in Chile.

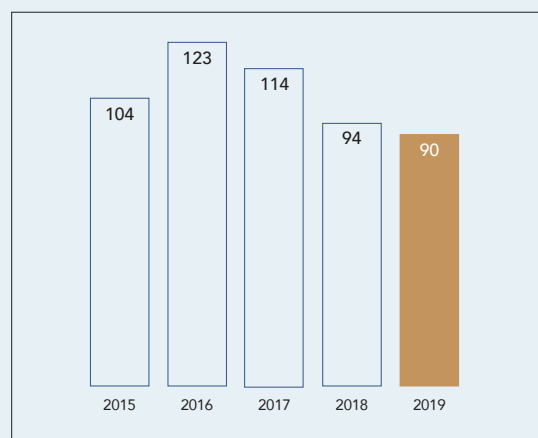
### Corporate

- Continued our proactive shareholder engagement program for the fifth consecutive year. As part of the 2019-2020 shareholder engagement program, we contacted the Company's 30 largest shareholders, representing more than 50% of issued and outstanding shares and had meetings with eight of them, representing just over 20% of shares. Engagement topics covered Company performance, governance, ESG, and compensation.
- Engaged directly with six senior external stakeholders as part of our ESG materiality process. Their input has informed the identification and prioritization of our top material sustainability issues. To read more, see [Material ESG Topics](#) (page 18).

- Other corporate level stakeholder engagement initiatives include:
  - Kinross' CEO was a keynote speaker at the 2019 IFC Sustainability Exchange in Senegal; and he also spoke on corporate social responsibility at the St. Petersburg Economic Forum in 2019;
  - Kinross maintained active participation in the World Gold Council's working group for the Responsible Gold Mining Principles; and,
  - Continued our engagement in the Devonshire Initiative as Company co-chair.

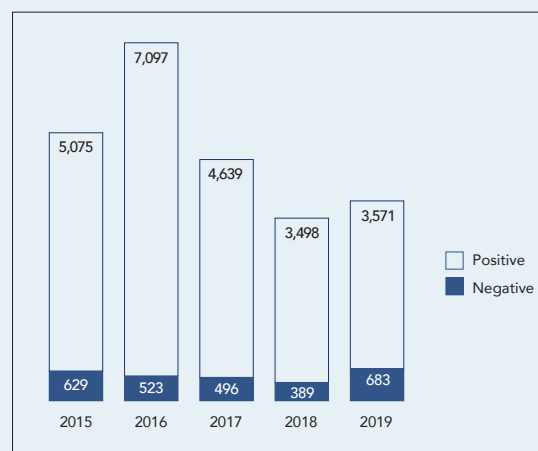
### Five-Year Community Stakeholder Interactions

(000) (number of interactions)



### Five-Year Community Feedback

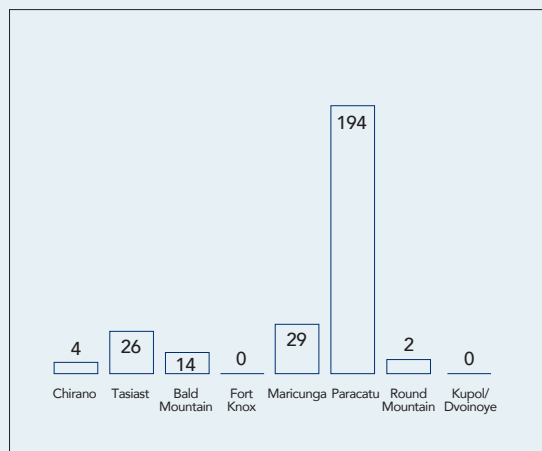
(number of expressions)



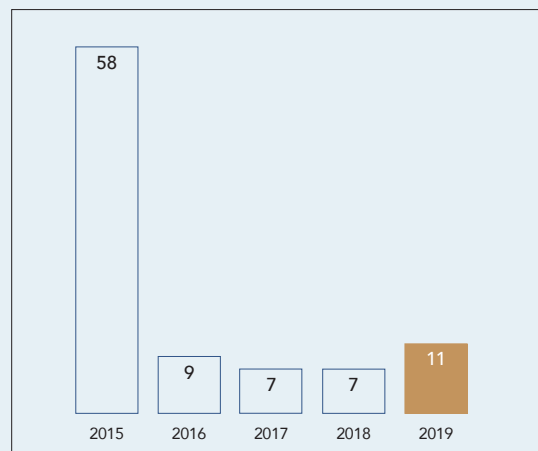
2015 to 2017 includes average 2,800 positive feedback per year from the now closed Kettle-River Buckhorn operation.

**2019 Total Complaints, Grievances and Issues**

(#)

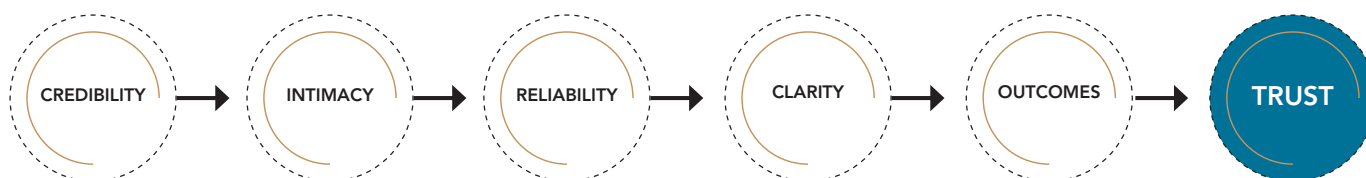
**Five-Year Community Grievances**

(#)

**Improving the Quality of Stakeholder Relationships**

Good relationships are the foundation of a company's social license. We have developed a Relationships Analysis Tool to improve our understanding of stakeholder relationships and our stakeholder engagement strategies. The tool is based on research by Dr. Jan Boon on company – community relationships (Relationships and the Course of Social Events during Mineral Exploration: An Applied Sociology Approach;

Springer Briefs in GeoEthics, 2020). It is based on the basic needs of a relationship, the indicators used to measure each need, and guidance for our community relations teams to help with practical application. Training has been provided to all Kinross community relations teams, so that the tool can be used in standard stakeholder mapping and analysis, issue management, and in perception surveys. The tool has been used extensively in stakeholder engagement for the Lobo-Marte project (see page 59).



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



## Transparency at Paracatu

Independent perception surveys show that environmental management and responsible use of natural resources are consistently the areas of most concern among stakeholders. We respond through an integrated approach involving community environmental monitors, an extensive site visit program, and communications.

Paracatu's community environmental program has been in place since 2010. Each quarter four people are selected by raffle from each of the seven communities adjacent to the mine. They are trained in monitoring of dust, noise, and vibration, which are the main potential physical impacts perceived in the community. To date, more than 330 people have acted as community monitors, building a broad base of informed people in local communities. In a specific survey of the environmental monitors, respondents said that their involvement helps them explain the mine's environmental controls to neighbours. Half of the monitors believe that their involvement with Paracatu helps alleviate much of the community concern about blasting and that the Company should do more to publicize Paracatu's program.

Three years ago, Paracatu determined there was a general lack of knowledge about the mine, its processes and standards. In response, we started a comprehensive site visitor program. So far, more than 3,000 people have participated in a site visit, including 1,900 in 2019. The program started with our employees and their families and now includes visitors from all sectors of Paracatu – schools, universities, authorities, local business and the general community. Stakeholders apply to visit through social media.

The tour starts at Casa Kinross, a cultural centre which displays the history of Paracatu through images and oral testimony, and then moves to the mine where visitors see all key areas including tailings facilities and the blasting process. Following the Brumadinho tailings incident involving another company, in early 2019, we received more than 300 visitors in one month with an interest in learning about our responsible management of our facilities. Feedback from visitors indicates that the majority (90%) feel that they have more information about the mine and are at least partially able to talk about it with friends; 60% indicated that the site visit changed their perceptions favourably about the Company.

## Working with Indigenous Peoples

In 2018 and 2019, we continued close engagement with indigenous peoples living near our mines and development projects in Chile including Maricunga, La Coipa and Lobo-Marte, at our Bald Mountain and Round Mountain mines in Nevada, and Russian operations at Kupol and Dvoinoye. At the end of 2019, formal agreements were in place at five of these sites representing 71% of sites where there are indigenous communities. See our [Site Reports](#) (page 81) for information on community programs and outcomes.

### Our Performance

- Continued community environmental training for 20 indigenous community members at our Russia operations and La Coipa site in Chile.
- Signed agreements with five Colla indigenous communities regarding baseline studies for the Lobo-Marte project and restarted engagement with one Colla community with a focus on relationship quality. See [A Relationship-Based Approach to Early Engagement with Colla Communities for the Lobo-Marte Project](#) (page 59).

#### ANALYST CORNER Working with Indigenous Peoples



##### Read Management Approach

GRI 411, G4 MM 5, 6, 7  
RGMP Principle 2, 7

SASB  
SDG 3, 4, 5



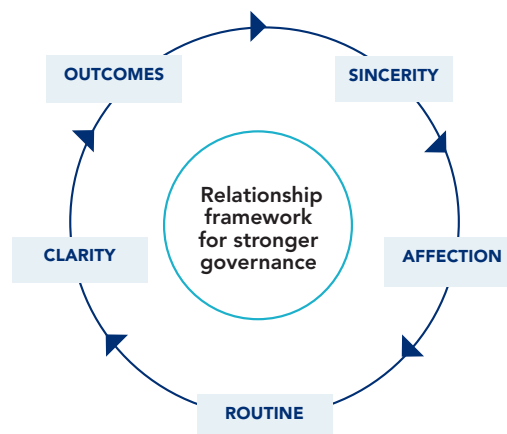
- Began engagement with a new Colla association in Rio Jorquera and continued legal matters with the leadership of the Rio Jorquera Colla community. See [Strengthening Governance in Colla Communities](#).
- Started an indigenous employee engagement plan at our Russian operations. See [Engaging with Indigenous Employees in Russia](#) (page 60).
- Engaged with the Yomba and Duckwater Shoshone tribes to provide cultural clearance of areas to be affected by the Phase W mine expansion at Round Mountain. Tribal monitors walked the ground prior to disturbance and collected any items of cultural significance.
- At Bald Mountain, a member of the Duckwater tribe came to observe an environmental site with cultural significance after a land disturbance.



## Spotlight

## A Relationship-Based Approach to Early Engagement with Colla Communities for the Lobo-Marte Project

Six Colla communities are key stakeholders for the Lobo-Marte project, for which an EIA is in preparation, requiring formal consultation. These Colla communities are also stakeholders for La Coipa, for which we conducted early, voluntary participation in the Coipa Phase 7 permitting process in 2014-2015. This resulted in voluntary agreements which are being implemented. For Lobo-Marte, we have taken a similar approach, building on previous work to strengthen community governance through use of the relationship tool. Working tables were established in each of the five communities in September 2019 and the relationship tool (presented in a circular format) is used actively to set the framework and guiding principles for meetings, discussions, and dialogue. Learn more about strengthened community governance at [Strengthening Governance in Colla Communities](#).



### Examples of Relationship-Based Actions

Indicator	Description
Respect	Joint planning of fieldwork for baseline studies
Communication	Direct relationship between the Community and environmental consultants (e.g., Community provides cultural induction for environmental consultants)
Balance of Power	Community participates in fieldwork, providing direct input in data collection
Affection	Community provides access to sites not known to the consultants
Frequency	Regular planned meetings plus informal engagement
Stability	Same faces on both sides since 2013
Conflict Resolution	Issues have been surfaced and resolved through dialogue
Goal Compatibility	Community uses its stronger governance capacity in engagement with other stakeholders
Mutual Understanding	Workshops on Lobo-Marte project and on community visioning
Focus	Planning process for community working tables established participants for both sides
Productivity	Community members participate actively in baseline studies; community programs being delivered with outcomes measured
Trust	When incorrect information about the Company had circulated, the community came first to the Company and trusted the Company's explanation

Engagement with one of the six Colla communities had stopped in 2015 after it decided not to continue in the early participation process for Coipa Phase 7. This community is important to us and is a stakeholder for Lobo-Marte. Starting in late 2019, we used the relationship tool to analyze how

engagement could restart. This began with a strong focus on sincerity and affection and has progressed well, leading to an established routine. Results for both parties have accrued through community programs and dialogue around the Lobo-Marte project.





## Spotlight

## Engaging with Indigenous Employees in Russia

Our operations in Chukotka provide employment for more than 100 people from indigenous communities in the surrounding region. In order to support their personal and professional development, we started a two and a half year program divided into three phases:

**Phase 1** – assess each employee’s interest in advancement and potential. This step aims to identify the employee’s areas of interest and plans, assess their competencies and skills, and general level of motivation. It results in dividing employees into groups based on their interests and potential level.

**Phase 2** – the employee, direct manager and human resources department work together to produce an individual development plan (IDP), which contains a list of competencies and skills that need upgrading for further development and growth within the Company.

**Phase 3** – mentorship and assistance with the IDP implementation, and adjustment as necessary.

The first phase of the project was completed with 106 indigenous employees participating. Of this total, 81 were interested in further training and development, including those who would like to acquire new skills in the Kupol Training Centre. Seventy-three percent of participants found Phase 1 to be excellent or very good, and twenty-seven percent found it good or satisfactory.

Our indigenous employees take an active role in providing guidance and support to youth from their communities, through well-established programs such as youth visits to the mine sites for career guidance and the “Young Leaders Program”, and through new initiatives such as “Born in Yaranga” and the “School of the Young Diplomat”. These new projects are the joint effort of the indigenous association, the Chukotka Government and Kinross, in which our indigenous employees volunteer to give classes on Chukotka native languages, culture and the traditions of the north. In 2019, more than 250 Chukotka youth participated in these programs.





## Key Stakeholder Issues

Kinross believes that our approach to addressing key stakeholder issues is an important measure of our performance. We track and provide a transparent account of our progress in working with our stakeholders to address these issues in our sustainability reporting and ongoing corporate disclosures.

### Paracatu, Brazil

#### Trespassers at Paracatu

We implement comprehensive measures at Paracatu to protect people and assets, guided by our management systems and the Voluntary Principles on Security and Human Rights. Trespassing events in 2018 and 2019 were 21 and 22, respectively, down from 228 in 2017. We have engaged with the Military Police and local government on Human Rights and Security matters. In addition, we maintain contact with both Federal and State authorities on security.

#### Dust, noise and vibration at Paracatu

We continue our extensive programs to manage dust, noise and vibration from pit operations in Paracatu. In the past two years, there have been no cases where vibration or noise levels from blasting have exceeded the regulatory limits (15 mm/s for vibration and 134 dB for acoustic pressure). At community monitoring stations, the average vibration level from blasting during 2018 and 2019 was 1.58 mm/s and the maximum single event was 7.81 mm/s. The average acoustic pressure was 103.91 dB and the highest single event was 126.5 dB. For the reporting period, all the five online stations around the mine stations presented annual average results below Brazilian standards (80 µg/m<sup>3</sup> and 50 µg/m<sup>3</sup> for total suspended particulates and PM10, respectively). In 2018 and 2019, 391 complaints were registered, of which three were for dust, 24 for blasting, 25 uncategorized and 339 were about noise. Of the noise-related complaints, 70% were from one individual. Due to the evolving nature of our operations, we began to receive some complaints from new locations, including Machadinho near the area of the Eustáquio dam and the neighbourhood of Santo Eduardo in Paracatu, near the Arenas area of the mine. We have extended monitoring to both of these areas and engage with both individuals and community representatives.

#### Community health at Paracatu

We have reported regularly on the matter of arsenic at Paracatu, noting that results of an independent six-year research program, including a Human Health Risk Assessment, concluded that exposure to arsenic in Paracatu is low and that the risk to human health is low. Updated information on the studies can be found at <http://kinross.com.br>. Developments in the past two years include:

- A compilation of more than 7,000 sample results for mine site employees between 2012 and 2019 found no level equal to or exceeding the Brazilian Maximum Allowable Biological index - IBMP (NR7, 1978), defined as 50,0 mcg/g of creatinine, with an average value for Kinross employees of 5.85 µg/gC in 2017.
- Kinross continued to act in lawsuits alleging arsenic contamination, filed by 12 residents of Santa Rita, a rural community downstream from the site and located by rivers previously affected by garimpeiro (ASM- artisanal and small-scale miners) mining. Following the closure in 2018 of the original lawsuit filed in 2009 by the Acangaú Foundation, eight of the 12 lawsuits were ruled against the claimants at the trial stage. In the appeal stage for these eight cases, three cases were ruled against the claimant and closed, while the other cases are ongoing.
- We engaged with the State Public Attorney (SPA) of Minas Gerais regarding the recommendations of the follow-up report published in March 2016 by CETEM (Centre for Mineral Technology) on arsenic and public health in Paracatu. Specific groups recommended for further investigation include children and employees (this latter group noted above). Further action will occur once the SPA has determined the Brazilian research group which will lead the next phase of work.



- Kinross completed a detailed geochemical sampling and mapping survey in the rivers and creeks around Paracatu, including identification of areas previously worked by garimpeiros in the recent and distant past. Results have been shared with Municipal authorities to ensure that aspects relating to public health are considered.
- We partnered with the Municipality to do a risk assessment of housing in three neighbourhoods (Amoreiras II, Alto da Colina e Bela Vista II) adjacent to the mine. This work identified illegal housing in the permanent protection area between the edge of the mine and the city. Surface water in this area is not potable due to historic garimpeiro activity as such we have installed passive treatment systems to improve water quality. We advise residents to use water from the public distribution system and continue to engage with city authorities regarding a solution to the illegal settlements and, longer term, a potential regeneration plan for the protection areas.

## Warehouse fire

On June 14th, 2019 there was a fire in a warehouse containing xanthate, a chemical used in the processing plant. We engaged with authorities, local communities, and media while working through the issue. We implemented numerous improvements to our fire detection and management systems, and our storage protocols for hazardous chemicals. The processes and cleanup activities were monitored by the State and Federal environmental agencies, including inspections by the NEA (Emergency Service Environmental Agency) as part of the legal procedure for environmental incidents. Subsequently, the NEA issued a NOV to the site due to: (i) caused pollution and environmental disturbance for people, and (ii) did not communicate the event within one hour after the incident, as established by state environmental legislation. The total amount of the fine is approximately \$50,000.

## Quilombola communities

Kinross has met its obligations to develop social investment plans for three Quilombola communities, as required by the operating license. Quilombolas are Afro-Brazilian descendants of slaves. The São Domingos Quilombola community approved its social investment plan and requested approval from the Fundação Cultural Palmares (FCP), which is responsible for formal consultation. In 2019, the FCP recognized the validity of the 2014 social investment plans and agreed that additional projects proposed by Kinross could be included. Of the 15 projects originally proposed for São Domingos, the only active Quilombola community in Paracatu, eight have been completed and three are ongoing; in addition, we maintain multiple other activities with this community. In 2018, we engaged an independent report on the Quilombola communities, considering the human rights context, and matters related to permitting. See [Paracatu Site Report](#) (page 87).

## Maricunga, Chile

### Wetlands near Maricunga

Kinross has been reporting since 2016 on sanctions imposed by the Chilean environmental agency (SMA) against the Maricunga mine, which the Company placed in care and maintenance in July 2016. Lawsuits filed by the Chilean State Defense Counsel (CDE) in 2016 alleged that pumping from the Maricunga groundwater wells caused environmental damage to local wetlands. One action relates to the Pantanillo wetland and the other action relates to the Valle Ancho wetland. In November 2018, the Environmental Tribunal ruled for Maricunga on the Pantanillo wetland and against Maricunga on the Valle Ancho wetland. While both cases were appealed at the Supreme Court, the Company expects to continue pursuing settlement discussions with the relevant government agencies. For additional information, see Kinross' [Annual Information Form](#) (December 31, 2019).



## Diesel spill, easements and the Colla community of Rio Jorquera

As previously reported, Maricunga's Rancho del Gallo camp experienced a diesel spill in 2017. Following cleanup of the spill, the environmental agency (SMA) determined that no material environmental harm had been caused. One affected area remains closed off by the Colla community of Rio Jorquera (CRJ), prohibiting final cleanup. A number of legal actions, to which the CRJ and Maricunga are parties, are ongoing. Apart from legal matters, in December 2018 a new Colla association in Rio Jorquera, the "Colla indigenous association for ancestral recovery" was recognized by CONADI, the Chilean agency for Indigenous Peoples. Maricunga has maintained engagement with this new association, which has filed a lawsuit against the ex-leadership of the CRJ for misappropriation of community funds. Due to COVID-19 restrictions, CRJ community elections for a new president and directors have been delayed. For additional information, see [Kinross Second Quarter 2020, Management's Discussion and Analysis](#).

## Kettle River-Buckhorn, U.S.A.

### Water quality

Kinross has previously reported in detail water quality matters at Buckhorn. For details, see Kinross' [Annual Information Form](#) (December 31, 2019) (pages 89-90). The Company continued to be issued NOV's into 2020 from the Washington Department of Ecology (WDOE) asserting that the Company had failed to meet its obligations under the Renewal Permit. In April 2020, a citizen's suit under the Clean Water Act was filed by the Okanogan Highlands Alliance (OHA) relating to the renewed Permit. In May 2020, the Attorney General for the State of Washington also filed a citizen's suit against the Company relating to the renewed Permit.

The Company continues to work diligently and co-operatively with the authorities on implementing the approved closure plan for the mine and obtaining renewal of its discharge permit with conditions that are achievable and protective of the environment. The Company's adherence to the highest environmental standards during operation and closure, which includes continued operation of the advanced reverse osmosis water treatment plant, has resulted in discharge water at or better than drinking water standards. The current discharge permit sets unattainable limits that, in many cases, are below natural background levels. The Company maintains that the permit is based on flawed assumptions and did not properly consider the natural background levels nor previously permitted mine activities. Crown/Kinross will vigorously defend its record of environmental stewardship at the Buckhorn mine against this litigation. For additional information, see [Kinross Second Quarter 2020, Management's Discussion and Analysis](#).

## Sunnyside Gold Corporation, Silverton, Colorado, U.S.A.

### Remediation

Following five years of responsible mining until 1991, Sunnyside was closed in accordance with the law, its permits and a court-approved consent decree. SGC became a Kinross subsidiary in 2003. In 2015, the U.S. Environmental Protection Agency (EPA) caused a spill of contaminated water at a nearby property, which resulted in the EPA listing the entire area on the National Priorities List. In 2018, the EPA issued to SGC a Modified Statement of Work, Work Plan and Field Sampling Plan (Modified Order), expanding the scope of work set out in the original order. SGC has notified the EPA that the Modified Order is legally indefensible, does not address any imminent hazard and that SGC does not intend to comply with the order. Additional legal actions by third parties including cross claims filed by SGC are ongoing. See Kinross' [Annual Information Form](#) (December 31, 2019) (pages 87-88). SGC has invested \$30 million on numerous reclamation and remediation projects over 30 years as a responsible neighbour and has improved water quality in the area. As an active member of the Animas River Stakeholders Group, SGC had previously volunteered \$10 million to help improve water quality and has engaged in voluntary investigative work to better understand water geochemistry in the area. For additional information, see [Kinross Second Quarter 2020, Management's Discussion and Analysis](#).





## Tasiast, Mauritania

### Artisanal mining activity

The presence of ASMs (artisanal and small-scale miners) has continued in the area, conducting illegal mining on, and adjacent to Kinross' mining and exploration concessions. ASMs routinely attempt to cross the fence which borders the industrial area at the Tasiast mine site. From January 2018 through June 2020, 1,502 intrusion incidents were detected involving 8,671 individual ASMs, with 378 individuals detained by the police (gendarme). Normally, groups of ASM contain five to eight people, but occasionally up to 40 are involved. Two use of force incidents have occurred, in both cases involving projectiles thrown at security guards and vehicles. In both cases reports were filed with the council for the Voluntary Principles on Security and Human Rights. The ASMs routinely damage the fence, which then allows camels and goats to wander into the site. Tasiast has a contract with a local community co-operative to find and recover these animals. Tasiast's approach to the issue is based on informal coexistence through protecting people and assets, engaging with stakeholders, and managing impacts. In the past two years, we have responded 14 times to emergency calls from ASM miners, treating 31 people in the mine site clinic, and evacuating people when necessary. Corporate oversight is provided by a steering committee that meets three to four times a year and is chaired by Kinross' Chief Technical Officer. In addition, Tasiast provides monthly reports to the Mauritanian Ministry of Mines, including maps and statistics regarding incursions by ASM.

## Chirano, Ghana

### Land compensation for farmers

From 2004 to 2019, Chirano provided monetary compensation to more than 4,000 farmers operating in areas needed for construction of mining and processing facilities. Compensation payments were agreed with the Community Consultative Committee. Despite the initial compensation process, various groups of farmers have filed claims at different times, seeking additional compensation. Chirano works in co-ordination with local authorities (Ministry of Lands and Natural Resources, Land Valuation Board) to find a fair and equitable solution for all parties involved.

Chirano has developed a GIS database to map individual farms and document the ownership and compensation history; this is being used to evaluate ongoing claims.



# Make a Positive Contribution

Kinross generates value for our investors and our host communities. Wealth generated from our mining activities helps reduce poverty, contributes to meaningful livelihoods, sustains strong communities and contributes to improving well-being where we operate.

Employment 66  
Generating Value 74

**98.5%**

of workforce hired from within host country

**33%**

Gender diversity at the Board of Directors

**630,000**

beneficiaries of community investments

**\$2.1 billion**

Spent on goods and services in host countries

**\$3.2 billion**

Spent in-country through taxes, in-country wages, procurement and community investments in host countries





# Employment

## ANALYST CORNER Employment


[Read Management Approach](#)

GRI 102, 401, 402, 404, 405, 406, 407, MM4  
 RGMP Principle 6 SASB  
 UNGC Principle SDG 3, 4, 5, 8



The jobs that we create through responsible mining are among our most meaningful contributions to economic and social prosperity in our host communities. Our human resources strategy is focused on four priorities — **talent, learning, diversity** and **culture** that help grow, sustain and optimize our business. Guided by our policies and programs, we are providing our people with good jobs, enabling growth and skills development, compensating equitably and fairly, and meeting our commitments to respect fundamental labour rights wherever we operate.

## Our Performance

We rolled out a new Kinross human resources strategy in 2018 designed to support our business strategy and ensure that, as an organization with a diverse portfolio of assets, we continue to be agile and capable, with the talent and resources to grow, sustain or optimize as needed.

In addition, we:

- Progressed our Mauritanization plan in line with our Memorandum of Understanding with the Mauritanian government and our commitment to build a Mauritanian talent pool at our Tasiast mine and in our Nouakchott office. Read, [Building a Mauritanian Workforce](#) (page 77).
- Recognized as one of Greater Toronto's [Top 2019 Employers](#) for the second consecutive year. The award recognizes companies that lead their industry with progressive human resource policies and initiatives that attract top talent and retain long-term employment.
- Maintained target compensation in the 75th percentile and paid \$718 million and \$735 million in wages and benefits in 2018 and 2019, respectively. During the reporting period, all of our operations compensated employees above the minimum wage and in line with local market practice.

Employment	66
Talent	66
Workforce Metrics	68
Inclusion and Diversity	69
Culture	72
Labour Rights	73

- Completed retrenchment at our Maricunga mine in accordance with minimum notice requirements at the site following the expected closure of that operation in Q4 2019. A total of 91 people were affected, including five people who were redeployed to other Kinross operations.
- Pledged support for Canada's [BlackNorth Initiative](#) (page 72). By signing the CEO pledge, the Company joins other Canadian leaders in the business community in implementing measurable inclusion and diversity programs and initiatives to end systemic anti-Black racism in Canada.

## Talent

### Our Performance

Provided individual performance appraisals for all qualifying full-time employees (FTEs) in 2019. We also:

- Developed a new four-box matrix talent assessment process to support employees in their career progression.
- Filled open positions with 53 internal candidates representing 7% of open positions in 2019.

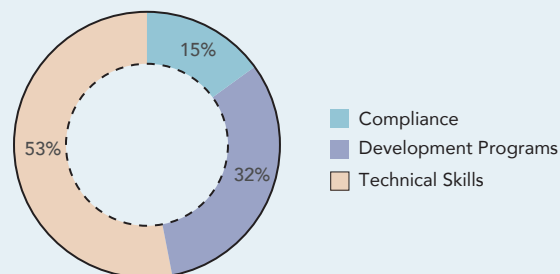
We consolidated the online learning opportunities we offer employees with the launch of a new Learning Management System through a refreshed Kinross University (KU) platform in April 2019. Integration of different training themes has improved efficiency, governance, and reduced costs per employee and allows for improved tracking of completion of mandatory courses. As part of these efforts, we:

- Made available 7,000 leadership/development courses enabling Kinross leaders to develop tailored development programs for their direct reports.
- Launched the Kinross University mobile app allowing employees to access learning on the go.
- Established strategic partnerships with e-learning providers to augment online learning offerings (e.g., TED Talks, eCornell, HarvardManageMentor).
- Reported 2,500 and 2,047 KU users in 2018 and 2019, respectively. Since KU originally launched in 2017, some 34,000 courses have been completed by employees across our offices and three operating regions.
- Allowed sites to include specific training materials. In 2019, 53% of courses were technical (e.g., inductions, standard operating procedures), 32% development, and 15% compliance (e.g., policy review and sign-off). At the end of 2019, there were more than 12,000 courses subscribed and ongoing.
- Delivered 158,742 and 201,967 hours of total employee training for an average of 22 hours of training per employee and 29 hours of training per employee in 2018 and 2019, respectively, excluding training delivered via KU.

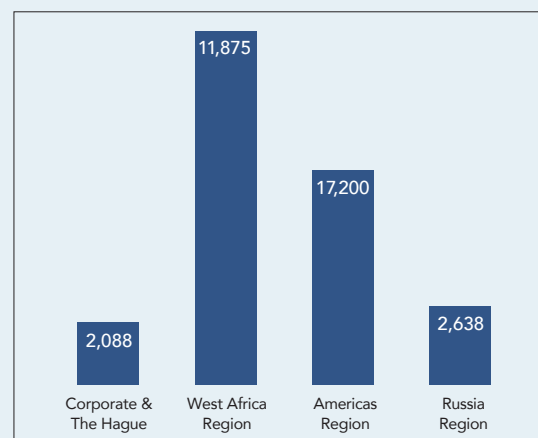
In addition, we created a global standard for in-house supervisor training and developed internal talent to enable in-house delivery and reduce cost ("Train the Trainer").

Learn more about our [Management Approach](#), [Employee Development](#).

**Kinross University: Types of Learning in 2019**  
(%)



**Kinross University: Number of Completed Courses from 2017 to 2020**







## Workforce Metrics

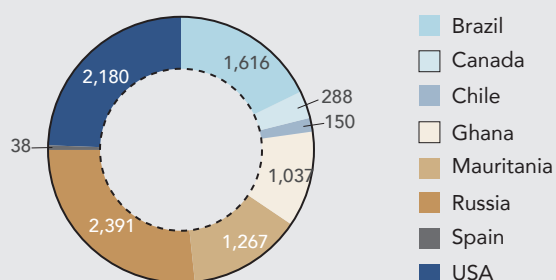
The overall composition and geographic distribution of Kinross' employee workforce remained relatively unchanged in 2018 and 2019, with a slight decrease in the number of employees in Chile following the end of gold production

at our Maricunga operation. The Americas region contains most of our workforce (47%) while, on a country basis, Russia has the most employees (2,391 or 27%). Our voluntary turnover rate averaged over the past five years was 5.8% and involuntary turnover was lower in 2018 and 2019 compared to prior years, with the only significant retrenchments occurring at Maricunga and Chirano.

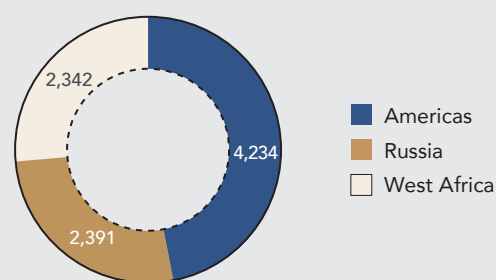
### 2019 Total Workforce By Employment Type

	Americas		Russia		West Africa		Total		Total Workforce
	Male	Female	Male	Female	Male	Female	Male	Female	
VP & Above	34	5	7	1	6	1	47	7	54
Director	83	21	27	5	34	7	144	33	177
Staff	678	295	376	157	574	80	1,628	532	2,160
Operator	2,763	313	1,372	36	1,520	52	5,655	401	6,056
Part Time	1	7	0	1	0	0	1	8	9
Temporary	18	16	357	52	54	14	429	82	511
<b>Total</b>	<b>3,577</b>	<b>657</b>	<b>2,139</b>	<b>252</b>	<b>2,188</b>	<b>154</b>	<b>7,904</b>	<b>1,063</b>	<b>8,967</b>

2019 Total Employee  
by Country (#)

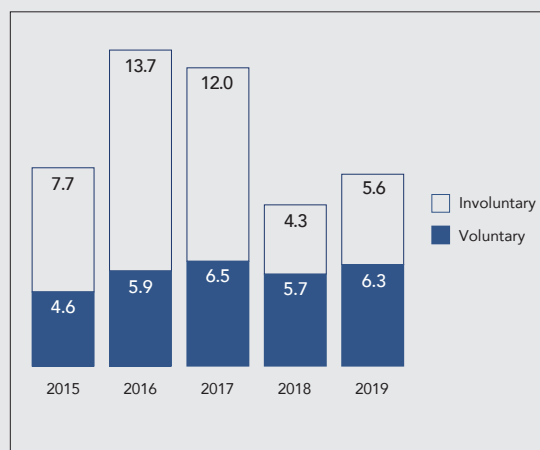


2019 Total Employee  
by Region (#)



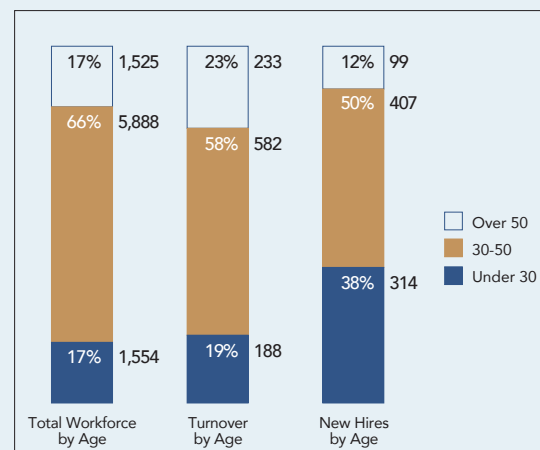
### Five-Year Employee Turnover Rate

(%)



### 2019 Total Workforce, Turnover, and New Hires by Age

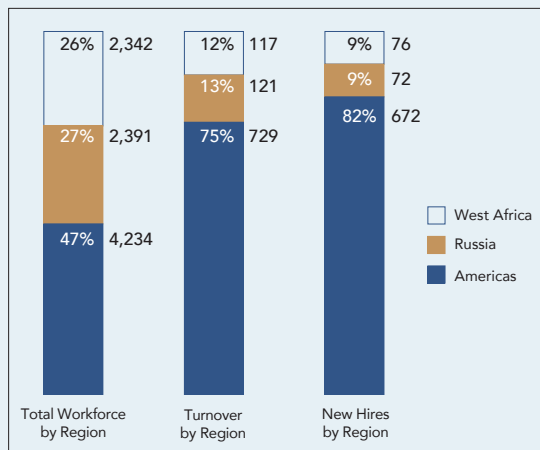
(% and #)





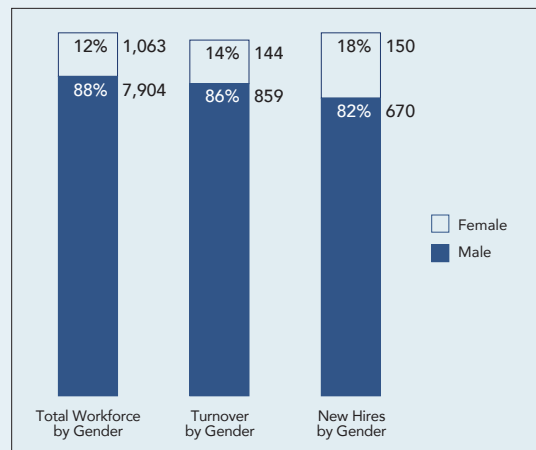
## 2019 Total Workforce, Turnover, and New Hires by Region

(% and #)



## 2019 Total Workforce, Turnover, and New Hires by Gender

(% and #)



## Inclusion and Diversity

As a company, we are committed to acknowledging our different experiences and championing diversity. Our Kinross Code of Business Conduct and Ethics explicitly addresses our anti-racism stance, and our values and People Commitments underpin our commitment to equality, inclusion and diversity. We look to our inclusion and diversity strategy to support all individuals at Kinross and create an inclusive environment where every employee's voice is heard and our people have equal opportunity to contribute.

### Our Performance

We continued to advance our inclusion and diversity (I&D) strategy, articulated in [The Kinross Way for Diversity](#). As a result, we:

- Met our Board gender diversity target of 33% women.
- Increased the representation of women on the Senior Leadership Team from 17% in 2018 to 25% in 2019.
- Identified a senior-level I&D champion to lead strategy implementation at the operational level.
- Held the 11th Living Our Values Awards (LOVA) to celebrate diversity in thought, behaviour and problem-solving amongst our employees globally. There were approximately 4,000 employee nominations in each of 2018 and 2019.

### ANALYST CORNER Inclusion and Diversity

[Read Management Approach](#)

GRI 405  
UNGC Principle 1, 6  
RGMP Principle 6

SASB  
SDG 5



- Conducted unconscious bias and inclusive leadership training for all senior leaders at the October 2019 Strategic Forum. Since then, three additional training sessions have been held, reaching approximately 50 participants with additional sessions scheduled in 2020. The feedback from participants has been positive, including: 85% believing that the training has improved awareness and understanding of the topic, and a majority agreeing that they can change their behaviour to apply what they have learned due to the training.
- Sponsored and participated in the Inaugural Mining, Women and Leadership Event in Toronto, in partnership with [Women Who Rock](#), profiling Kinross' drive to increase opportunities for women in mining, and attended by approximately 100 women.

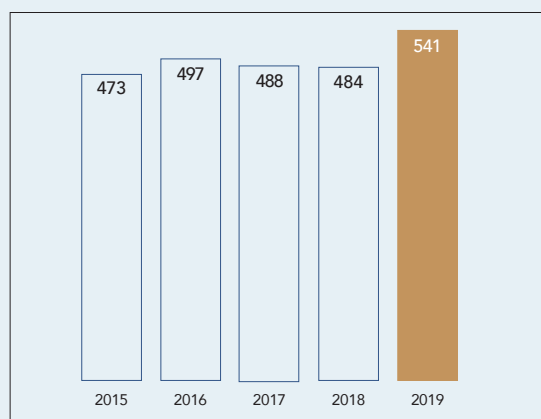


- Contributed to studies on women in the workforce, including McKinsey's [Power of Parity](#) and [Women Matter](#) market studies.
- Improved gender diversity Company-wide, achieving 12% female representation for the first time, including 541 women in revenue generating positions (technical/operational), an increase from 484 in 2018. 18% of new hires were female versus 14% of those who left the Company.

### Five-Year Gender Representation

Year	2015	2016	2017	2018	2019
% Female	11	11	11	11	12
% Male	89	89	89	89	88

### Five-Year Women in Revenue Generating Positions (#)

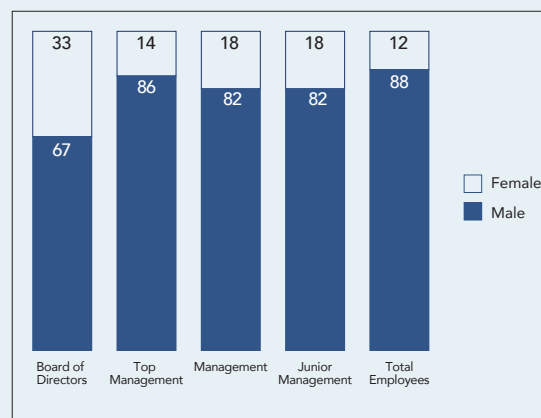


### Equal Remuneration

Kinross is committed to equal pay for equal responsibility. We assess our performance in this area by comparing the average annual salary for all female (F) employees in the region to the average annual salary for male (M) employees and express it as a ratio (female average salary/male average salary).

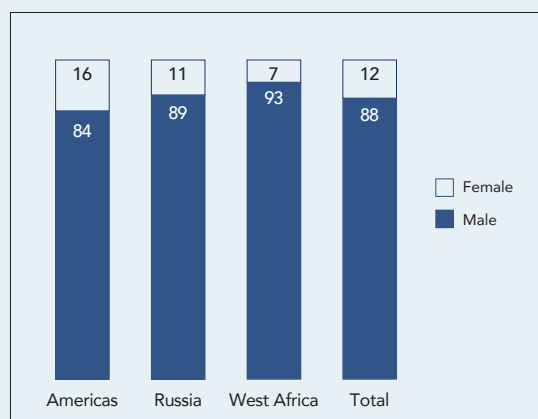
### 2019 Gender Diversity by Employee Type (%)

(%)



### 2019 Gender Diversity by Region (%)

(%)



Results show:

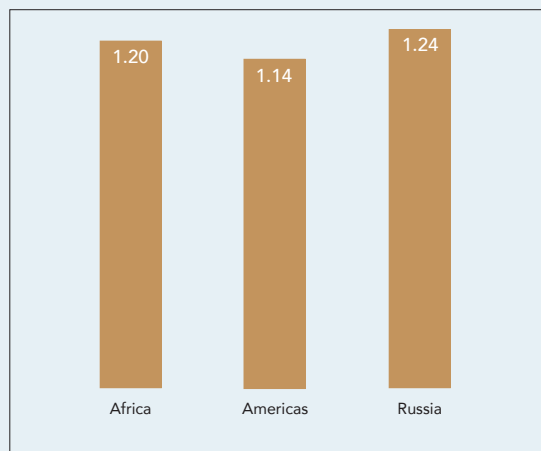
- Average salaries are higher for women than men in all regions. This reflects the higher number of men in operator and skilled trade roles which have a different remuneration structure from the executive, management, technical, professional, and administrative roles.



- Salaries for similar jobs are generally aligned between men and women with minimal difference in compa-ratios (comparing salaries within each market where we have operations) between men and women, indicating both are compensated equitably and competitively in the local market.

### Ratio of Base Salary by Gender and Region

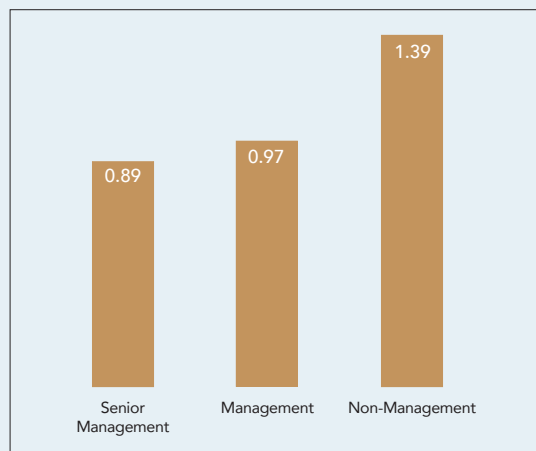
(total workforce)  
(ratio female/male)



- Annual compensation awards, including salary increases and incentive awards by gender, are reviewed at site, regional and corporate levels. The award guidelines are applied consistently between men and women.
- Average salaries across all employees at management level and above are higher for men than women, reflecting the higher proportion of men in more senior management and executive roles than women.

### Ratio of Base Salary by Gender and Category

(total workforce)  
(ratio female/male)



### Spotlight

## Advancing Inclusion and Diversity in Russia

Our Russia region is a leading example of the work underway on Kinross' front line to attract and retain women in traditionally male-centric industries such as mining.

Leadership, including setting the "tone from the top", has been instrumental in driving advancements we have made at the corporate, regional and site levels. "There is a business opportunity in supporting inclusivity and diversity in the workplace, as it brings different perspectives together to create solutions. Changing systems is not about volume, it's

about ensuring equal opportunities for women to achieve leadership positions," says Claude Schimper, Senior Vice-President, Russia Operations and the Champion of Kinross' inclusion and diversity program.

The region developed a two-year action plan to advance gender diversity, with significant progress made on projects identified within this plan. Among the achievements: a Kinross Russia employee became the first female ever from the Russia region to complete the rigorous week-long mine rescue training program. Her participation in the International Mine Rescue Competition in Ekaterinburg provided a new baseline for women's empowerment in the mining industry.





Anna Belan, Human Resources and Community Relations Specialist, Kupol mine, Chukotka, competes in the International Mine Rescue competition. "I would like to tell all future participants, do not be afraid, believe in your strength. Ladies, remember — you can do anything!"

Diversity champions at our Russia offices and mine sites are helping foster a diversity culture and diverse teams philosophy. Surveys and focus groups of women have contributed to improvements in the workplace environment, including: a recreation room and fitness centre for women, themed movie nights, breast cancer awareness days, and activities such as culinary master classes. Inclusion and diversity results and initiatives such as recruitment events and special diversity projects are reported quarterly.

Our Russia team engages with students at universities and student fairs, and sponsors the International Engineering Contest CASE-IN hosted every year since 2015 in Magadan. We use these opportunities to encourage women to study for the engineering and technical roles available to women in mining. At the end of 2019, our Russia region employed 65 women in technical roles, representing 28% of the total female workforce, an increase from 38 women representing 20% in 2012.

Our student internship program attracts students from Chukotka and central Russia to our operations and offers employment to the most talented graduates. For the past three years, the region has focused on inviting applications from female students at mining schools and the percentage of female students has increased steadily, from 37 students including four women in 2016, to 43 students including 16 women in 2019. In 2018, of the five graduates hired, three were female and in 2019 both of the graduates hired were female.

In addition to gender diversity, our Russia region is advancing inclusion and diversity via a focused development program for our indigenous employees from the Chukotka region, opening up new and more opportunities for employment, participation and advancement in our workforce at site. To learn more, see [Engaging Indigenous Peoples](#) (page 60).

## Culture

Our Core Values, together with our People Commitments, define our culture, our work environment, and shared understanding of what is expected from everyone at Kinross.

## Our Performance

While we have always believed Kinross' workplace culture to be a positive differentiator, our new strategy places a deliberate focus on all aspects of culture and engagement. In 2018 and 2019, we:

- Continued to operationalize our [People Commitments](#) supporting each site in their initiatives to advance employee awareness and engagement.
- Launched Kinross' Employee Value Proposition to reinforce the Kinross culture, and support attraction, engagement and retention.

## BlackNorth Initiative

In July 2020, our CEO Paul Rollinson and the Kinross Board of Directors pledged Kinross' support for the BlackNorth Initiative. While our commitment to non-discrimination and anti-racism, as entrenched in our Code of Business Conduct and Ethics, 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. BlackNorth enables us to work collectively with like-minded Canadian companies in advancing the seven goals of BlackNorth and recognizes the important role we can play as an employer and business leader to promote the elimination of anti-Black racism wherever it exists. We expect to report on our progress in future reporting. Learn more at [BlackNorth](#).



# BLACKNORTH



## Labour Rights

Kinross' support for freedom of association and related core conventions of the International Labour Organization is entrenched in our support of the UN Global Compact.

- Tasiast signed a new three-year collective agreement in October 2019, running through December 2022.
- Paracatu signed a two-year collective agreement in March 2020, running through January 2022.
- In Chile, the collective agreements in place for Maricunga and La Coipa were signed in March 2020.
- In Ghana, salary negotiations for junior staff were completed with an agreement signed in February 2019; negotiations with senior staff are ongoing.
- In Russia, a union was registered at Kupol in February 2012, but there are currently no union members. At Dvoinoye, a union was registered in 2015, and currently has two members. Collective bargaining in Russia is not required until a majority of employees have joined the union.
- All of Kinross' employees in the United States, Canada, Spain and the Netherlands are non-unionized.

Compliance reviewed 12 complaints of alleged discrimination in 2019. One case was substantiated and the remaining cases were closed.

### ANALYST CORNER **Labour Rights**

[Read Management Approach](#)

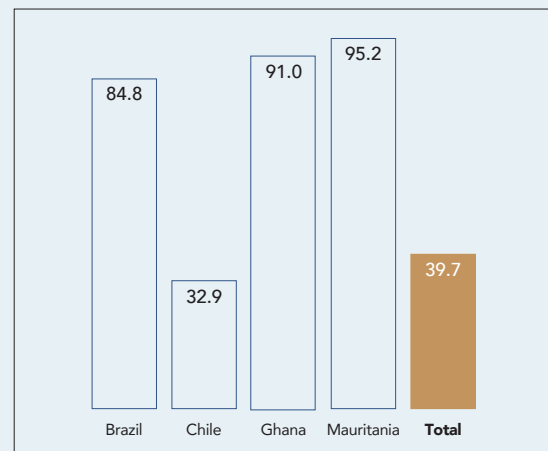
GRI 402, G4 MM4  
RGMP Principle 6  
UNGC Principle 3,4,5,6

SASB  
SDG 8



### Employees Covered by Collective Bargaining Agreements

(% of workforce)  
(as of December 31, 2019)



ANALYST CORNER **Generating Value**[Read Management Approach](#)GRI 201, 202, 203, 204  
RGMP Principle 1, 3, 7

SDG 1, 8



# Generating Value

## Local Benefit and Community Development

Our strategy for delivering value is based on our core principles of operational excellence, financial discipline and responsible mining, with the goal of generating long-term value for our shareholders and contributing positively to the well-being of our host communities. Through local job creation, access to business and economic opportunities for local communities, and taxes, the benefit footprint from our mining activities contributes positively to the socio-economic development of the jurisdictions where we operate. Kinross has reported its benefit footprint metrics consistently since 2010, breaking these down into local, regional, and rest of country in our host jurisdictions.

Local Benefit and Community Development	74
Local Employment	76
Local Procurement	76
Community Development	79

## Our Performance

We delivered strong operational and financial performance in 2019, in line with our core strategic principles. For the eighth consecutive year, we met our guidance on production, costs and capital expenditures. Kinross' consistent operating performance and financial strength, together with our pipeline of high-quality growth projects and opportunities, provides a solid foundation for sustainability and long-term benefits for our host communities. We contributed over \$3.2 billion through payments to governments, procurement, wages and benefits, and community investments to our host countries.

## Kinross 2019 Benefit Footprint



**\$396 million**  
payments to  
governments



**\$2.1 billion**  
payments to suppliers  
in host countries



**\$735 million**  
employee wages  
and benefits



**630,000**  
beneficiaries of  
community investments



**\$3.2 billion**  
total spending  
in host countries

## 2019 Economic Value Distributed

(\$ millions, as of December 31, 2019)

	Revenue	Payments to Governments				In-Country Suppliers	In-Country Employee Wages <sup>2</sup>	Community	Out-of-Country Suppliers	Economic Value Retained <sup>5</sup>
		Royalties & Fees	Income & Corporate Tax	Duties, Other	Total to Governments					
Brazil	856.3	12.8	29.3	12.2	54.3	461.5	50.4	2.36	45.3	242.4
Chile	61.2	0.1	3.1	0.9	4.1	76.0	19.0	0.67	1.1	(39.7)
Ghana	281.6	15.5	8.6	14.8	38.9	135.9	47.7	0.39	25.1	33.6
Mauritania	532.8	15.1	6.9	57.4	79.4	429.1 <sup>4</sup>	53.1	1.06	–	(29.9)
Russia	734.4	45.5	125.1	0.1	170.7 <sup>1</sup>	220.3	85.0	0.53	50.8	207.1
US	1,031.0	4.3	40.5	1.3	46.1	926.4	309.0	0.86	10.7	(262.1)
Corporate	0.0	0.7	0.5	0.9	2.1	106.1	170.9 <sup>3</sup>	0.59	35.7	(315.4)
<b>Total</b>	<b>3,497.3</b>	<b>94.0</b>	<b>214.0</b>	<b>87.6</b>	<b>395.6</b>	<b>2,355.3<sup>6</sup></b>	<b>735.1</b>	<b>6.46</b>	<b>168.7</b>	<b>(164.0)</b>

1) Received \$5.93 million in tax relief and credits. 2) Wages include gross salaries and benefits paid to government institutions on behalf of employees, including pensions, insurance, payroll taxes and private health, as well as other employee support. 3) Corporate wages include expatriate wages of \$48 million. 4) Figure includes all procurement for Mauritania. 5) Refers to economic value retained by the Corporation and for each country is the net of revenue less payments to governments, employees, suppliers, and community investments. 6) Includes total procurement for Mauritania.



In 2019, the Company also made interest payments of \$100.6 million to our lenders.

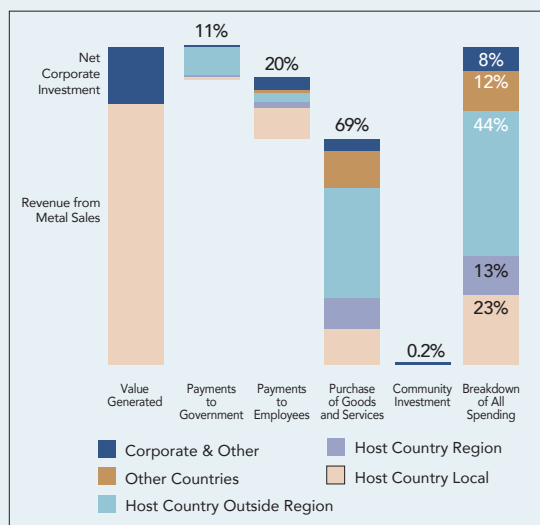
For a detailed account of our 2019 financial and operational performance, see our [2019 Annual Report](#), including our audited financial statements.

Our 2019 results include:

- Of the total 2019 benefit footprint, 69% was spent on procurement, 20% on wages and benefits, and 11% on payments to governments; 83% was spent in host countries (23% in local communities, 13% in regions and 44% elsewhere in host countries).
- Contributed \$2.1 billion of in-country spending on goods and services representing 83% of total spend from some 7,000 suppliers across our sites.
- Paid \$395.6 million in taxes, royalties and related payments to governments in host jurisdictions.
- Provided \$564.2 million in wages and benefits to employees in host countries with operations, representing 77% of total wages and benefits paid (\$735.1 million).
- Spent \$6.46 million in host countries on community investments and donations, leveraging the larger benefit of local jobs and business.
- Over 10 years, our in-country benefit footprint has an average distribution of 12% payments to Governments, 16% employee wages and benefits, 71% goods and services, and 0.2% community investments

### 2019 Kinross Benefit Footprint

Operating and capital spending



### Ten-Year Benefit Footprint

(%)



BFP data include all sites and corporate; 2010 data do not include Mauritania and Chile



**ANALYST CORNER** Local Employment[Read Management Approach](#)GRI 202  
RGMP Principle 7

SDG 1, 8



## Local Employment

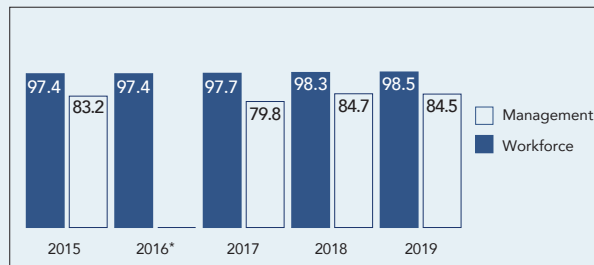
We strive to maximize the opportunities for local employment from mining. This means helping to develop employability skills within the host community and country and ensuring access to employment for local people both from the immediate local benefit footprint area and the host country. Most of our operations have established practices that encourage and promote the hiring of local candidates.

### Our Performance

- Maintained consistently high levels of in-country employment at the workforce (above 98%) and management levels (above 84%) across the Company over the past two years.
- At Tasiast, achieved and maintained a significant improvement in the percentage of management who are Mauritanian nationals to 51.9% in both 2018 and 2019, compared with a baseline of 38.7 in 2017. With continued reduction in the expatriate workforce, this percentage will increase over 2020 and 2021.

### Five-Year Employee Local Hiring in Country

(% of respective group)



### 2019 Local Employee Hiring by Country

(% employees that are nationals from the country of operations)

	Management	Workforce
Brazil	97.0	99.8
Chile	97.0	99.3
Ghana	82.4	98.8
Mauritania	75 to 85 <sup>1</sup>	95.0
Russia	85.4	98.2
USA	97.0	99.7
<b>Total</b>	<b>84.5</b>	<b>98.5</b>

1) Estimated range for end of 2020.

**ANALYST CORNER** Local Procurement[Read Management Approach](#)GRI 204  
RGMP Principle 7

SDG 1, 8



## Local Procurement

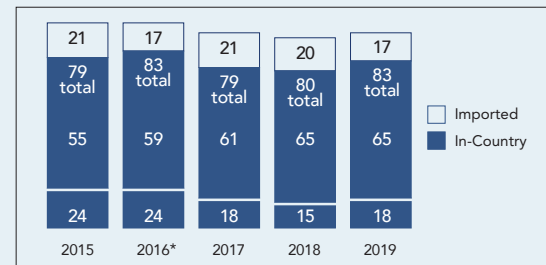
Across our mines, we contribute to host country economies through our program of responsible procurement which includes major suppliers and small, local community businesses and co-operatives. Each Kinross site works directly with local suppliers to develop their capacity to effectively compete and win business from Kinross while adhering to the Company's standards for ethical conduct, supplier due diligence, quality, health, environment and safety.

### Our Performance

Over the past five years, we have maintained significant levels of in-country procurement spending, on or above our corporate-wide target of 75% to 80%. Considering all sites, we reported year-over-year increases in both local benefit footprint area spend at 15% and 18% and "in-country" spend of 80% and 83% in 2018 and 2019, respectively. In 2019, we began tracking the number of suppliers we engaged within the local benefit footprint area, using more than 500 local businesses and spending \$434 million in the year.

### Five-Year Local Procurement

(% in country)



\*2016 data for percent of workforce management not available.

Total in-country includes the local area component at the base of each column.

### 2019 Local Procurement

(% of total procurement)

	Local	Total In-Country	Imported
Brazil	12	91	9
Chile	40	99	1
Ghana	0.7	84	16
Mauritania <sup>1</sup>	n/a	n/a	n/a
Russia	26	81	19
USA	29	99	1
<b>Total</b>	<b>18</b>	<b>83</b>	<b>17</b>

1) In Mauritania, we recently approved a new local business initiative and will restart reporting on local procurement metrics in our next report, based on updated definitions.



## Spotlight Building a Mauritanian Workforce

Since Kinross acquired the Tasiast operation in 2010, the development of a skilled, national Mauritanian workforce has been an ongoing priority for Kinross. In 2016, we signed a Memorandum of Understanding (MOU) with the Mauritanian government, formalizing Kinross' commitment to build a national talent pool that would replace many of the expatriates working at our Tasiast site and Nouakchott office over time.

Our Mauritanization strategy, comprised of a broad range of learning and development opportunities, internship programs, recruitment and mentorship initiatives, is making a significant contribution to building a national workforce at Tasiast. Initially, in 2017 we launched an internship campaign attracting over 2,000 applicants who had completed undergraduate degrees. Through this program, approximately 20 people were hired for two-year internships in administrative, engineering and mining engineering roles, at the end of which eight secured full-time positions. "Open" internships have welcomed more than 300 students in the last three years, of which many have been hired in full-time jobs. We also explored opportunities to attract people in the diaspora, living outside of Mauritania, resulting in some Mauritians returning to work at Tasiast.

We carried out an assessment of existing employees who had the potential to step into roles held by 100 expatriate employees and developed structured tools to measure the learning and development required to nationalize specific roles. Individual Development Plans (IDPs) were created for all identified successors to support their transition into positions held by expatriates.

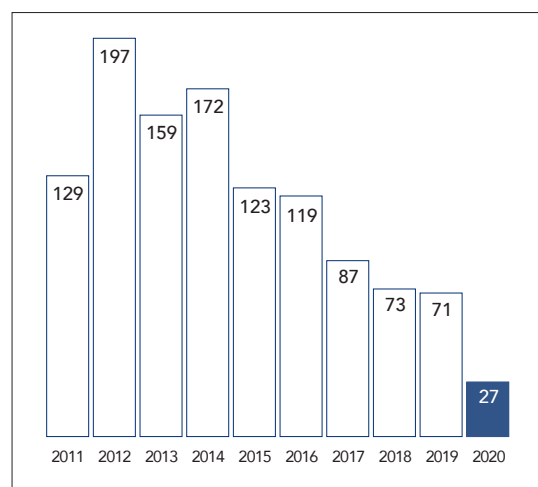
Governance and oversight have been critical to our progress. We enhanced tracking tools including the introduction of a new governance framework to increase regional oversight through an MOU Steering Committee which meets quarterly. Since the development program began, over 100 Mauritians have gained the skills and knowledge to succeed in their new roles.



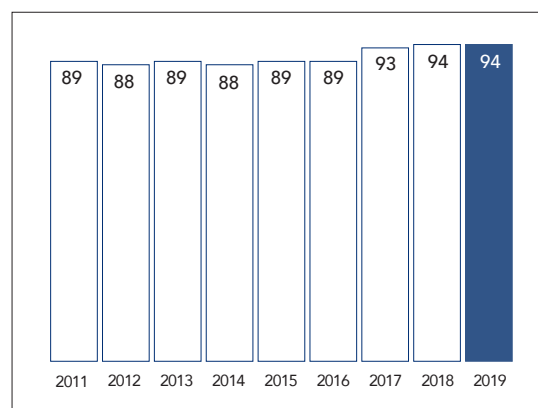
Our Mauritanization initiative has enabled Kinross to progress according to a phased plan and meet our obligations under the MOU. We are also working with our subcontractors to encourage and facilitate their work to train and transfer skills to nationals and reduce the number of expatriates on their teams.

Since signing the agreement in 2016, we have successfully reduced from 119 expatriates (197 in 2012) to 73 at the end of 2018 and 71 at the end of 2019. All phases have been realized in advance of set deadlines. Heading into 2020, we are on track to meet our MOU commitments including the nationalization of the remaining roles while we maintain 27 expatriate positions for the life of the mine.

### Reducing the Expatriate Workforce in Mauritania (# of people)



### Increasing Mauritanian Workforce at Tasiast (% of workforce)





## Spotlight Local Business Initiative at Tasiast

Our Tasiast Local Business Initiative (LBI) aims to support sustainable, diverse, economic development in Mauritania. We do so by prioritizing, where possible, the use of local, Mauritanian-owned enterprises and encouraging suppliers and contractors to Tasiast to draw from the local supply base of goods and labour. Simultaneously, we implement skills training and Mauritanization programs to improve the capacities both of local enterprises and the national workforce.

Along with Tasiast's supply chain team, oversight of LBI resides with the Local Business Committee, comprised of representatives of Tasiast's communications, community and

government relations teams, as well as shared services. As part of our supplier due diligence, a pre-qualification process is in place to ensure compliance with the Local Business Integration Policy, adherence to Kinross' Code of Business Conduct and Ethics and the Supplier Standards of Conduct. To learn more, see [Enhancing Supply Chain Due Diligence at Tasiast](#) (page 30).

The LBI program provides Tasiast with a formal mechanism to identify potential local business contractors that can be developed through the LBI process; it is based on Tasiast's updated local business integration policy, approved in February 2020. We developed clear definitions on the "local" nature of the businesses with which we work in order to help identify the areas where the LBI strategy should be focused.

Category	Scope	Definition	Benefit Footprint (BFP)
In-Country	Local enterprise	Mauritanian Owned Business that is primarily owned (more than >51%) by Mauritanian Nationals	In-country enterprises are categorized for the BFP based on principal place of business:
	International JV enterprise	Business operating in Mauritania, primarily foreign-owned (more than >51%) with at least some Mauritanian ownership	Local: community zones A, B, and C and Benichab
	International enterprise	Business operating in Mauritania and fully foreign-owned (= 100%)	Regional: Inchiri and Dakhlet Nouadhibou National: Nouakchott and rest of country
International	International business	Business operating outside Mauritania and fully foreign-owned (= 100%)	International





## Community Development

Kinross' operational footprint – job creation, local procurement and tax payments to local governments – is the most significant positive contribution to host communities in economic terms.

Through our community relations programs we seek opportunities to leverage that benefit footprint into long-term development through monetary and in-kind support of a broad range of local community programs. We attempt to understand the context and conditions of the social determinants of health and overall well-being in the local area, focusing in particular on vulnerable groups which might miss out on opportunities for employment or local business.

Measurability of community outcomes depends on the scale of the mine's local benefit footprint compared with the size of the local economy. Mines such as Tasiast have a measurable impact on the national economy of Mauritania, while Paracatu and Round Mountain have a measurable impact at the municipal or county level. In contrast, the local output of our sites in Chile is currently small relative to the size of the local economy. We use quantitative and semi-quantitative sources of data to measure community outcomes, including: our benefit footprint, publicly available socio-economic data, community perception surveys, evaluation of specific programs through surveys, and stakeholder testimonials.

### Our Performance

Across our mine sites, we contributed monetary and in-kind support of \$7.62 million to 500 local community organizations and programs, reaching 630,000 beneficiaries in our local communities during 2019. These contributions, building on those of prior years, have resulted in significant community-based outcomes. [Read our community site reports](#) (pages 81 to 96).

At several sites we engaged with our contractors regarding partnership in some community programs, resulting in an estimated \$0.5 million of third-party donations. In Chirano, for example, contractors have participated in a project to refurbish various community infrastructure projects.

### 2019 Investments and Beneficiaries by Category (%)

	Monetary	In-Kind	Beneficiaries
Civil Organizations and Non-Profit Organizations	14	14	10
Community Activities and Services	41	44	46
Education	16	15	6
Environment	15	12	26
Health and Nutrition	9	13	7
Youth	5	3	5

### ANALYST CORNER Community Development

[Read Management Approach](#)

GRI 203, 413  
RGMP Principle 1, 7

SDG 3, 4, 6, 8



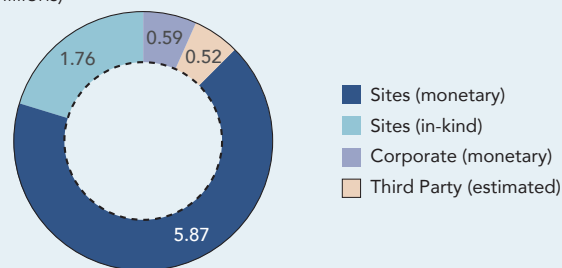
### SITE REPORTS

<b>Bald Mountain</b>	<b>81</b>	<b>Chile</b>	<b>89</b>
<b>Round Mountain</b>	<b>83</b>	<b>Tasiast</b>	<b>91</b>
<b>Fort Knox</b>	<b>85</b>	<b>Chirano</b>	<b>93</b>
<b>Paracatu</b>	<b>87</b>	<b>Russia</b>	<b>95</b>

In 2019, Kinross supported more than 30 different community organizations working with vulnerable groups in Toronto, including recent immigrants, youth from low-income areas, youth with special health needs, and the homeless.

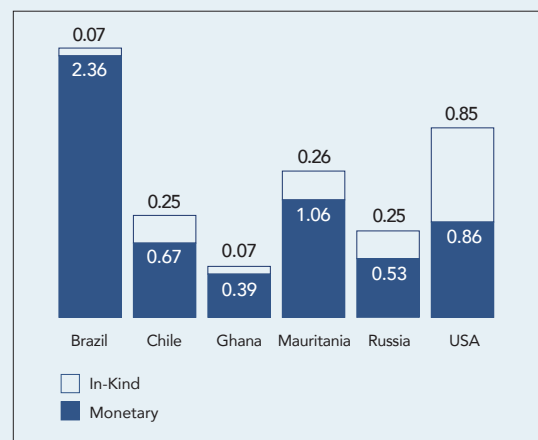
### 2019 Distribution of Community Investments

(\$ millions)



### 2019 Community Investments by Country

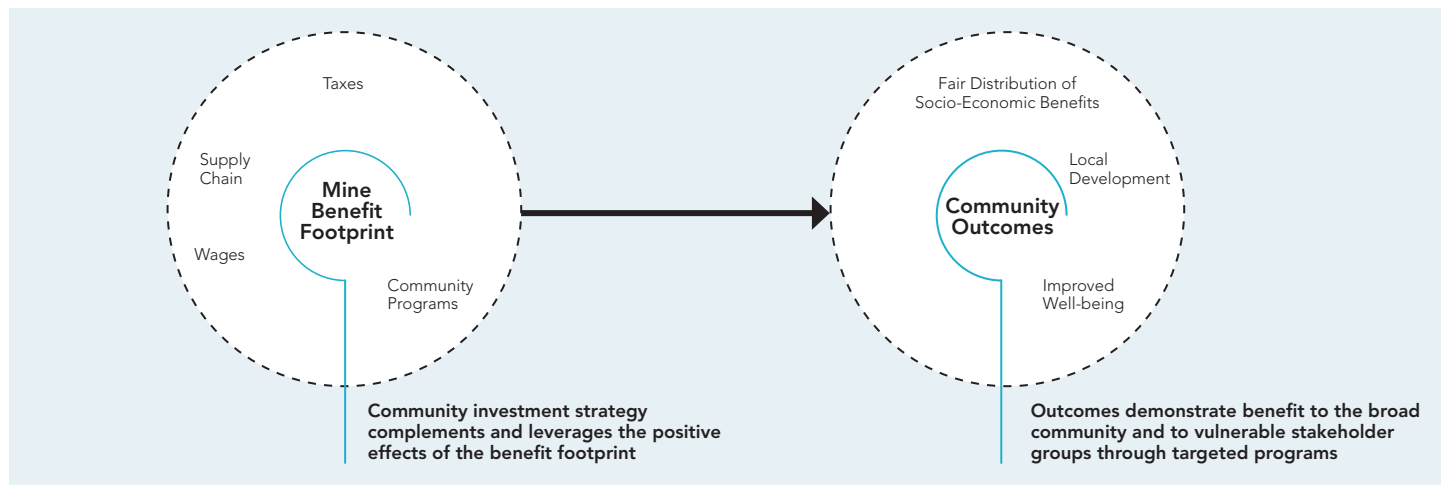
(\$ millions)



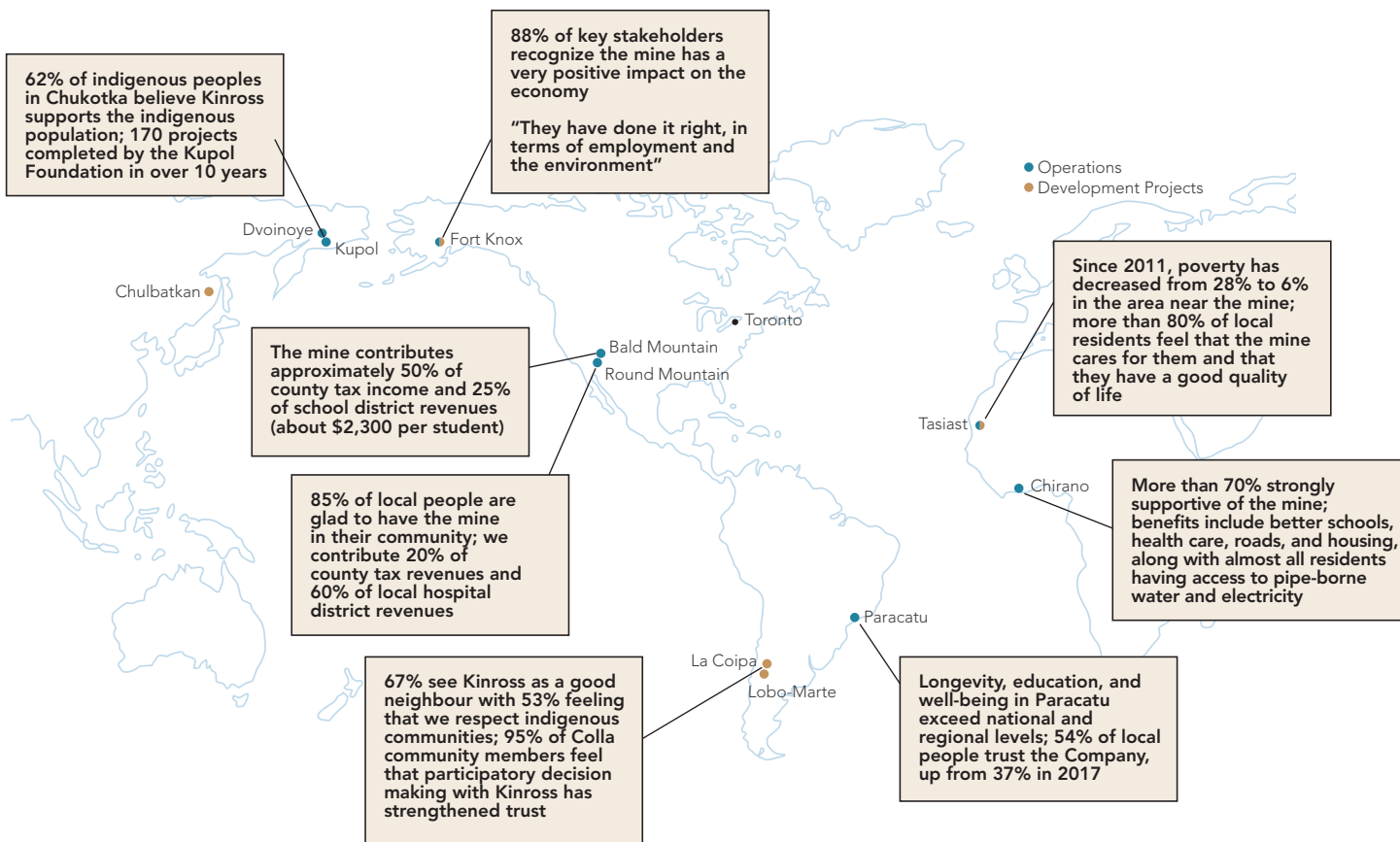




## Mine Benefit Footprint Outcomes



## Measuring Community-Based Outcomes





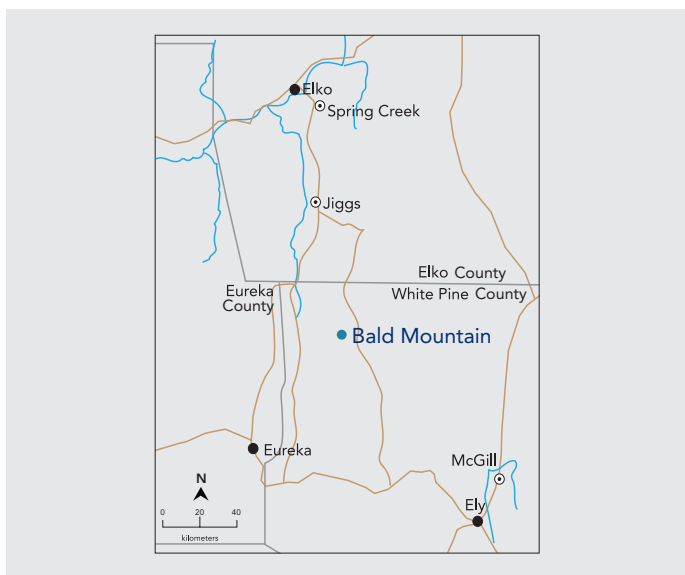
## 2019 Socio-Economic Benefits in Nevada (Bald Mountain)

United States

## Bald Mountain

**607**  
employees**191**  
contract  
workers**\$81.2 million**  
wages and  
benefits paid**\$142.3 million**  
spent on  
procurement**137,000**  
beneficiaries of  
community programs

The Bald Mountain mine is an important part of the economy of northeastern Nevada, with the local portion of the mine's direct output of \$188 million representing about 5% of White Pine and Elko counties' combined economies which were \$3.3 billion in 2018. In 2018, the mine contributed approximately 55% of total tax intake, and more than 30% of property tax revenues, for White Pine County. The mine works closely with local stakeholders to support their development goals and social needs, supporting local partners in programs covering education, local economic development, community well-being and the environment. The mine's comprehensive community environment strategy benefits stakeholders through wildlife protection, habitat recovery, and education. The high level of community support for the operation (89%) indicates appreciation for the Company's efforts in these areas.



Bald Mountain lies within the Southern Ruby Mountains of northeastern Nevada, in rural White Pine County near the communities of Ely and Elko. The mine sources ore from multiple open pits and uses conventional heap leaching facilities for processing. The population of the local area is approximately 63,000, encompassing Ely, Elko, Eureka and other small towns and communities. The mine draws much of its employment (81%) from the more populous Elko County.

## Economic Outcomes

Bald Mountain represents about 4% of mining sector output and 5% of mining jobs in Nevada. **Since 2016, the mine's cumulative state-level benefit footprint is \$814 million** and its local benefit footprint represented approximately 25%

of White Pine County GDP in 2018 and 2019. The mine's tax contributions to the White Pine County school district equate to over \$2,300 per enrolled student, more than 20% of the average amount spent per student in Nevada, and comprising more than 25% of school district general revenues in 2018.

Taxes paid by Bald Mountain in Nevada averaged \$13 million annually between 2018 and 2019, benefiting a wide range of public entities including the White Pine County Hospital District, White Pine School District, and area infrastructure.

## Social Outcomes

During 2018, we consulted with local stakeholders to understand the impact of our existing community programs and to receive input to inform our strategy. Common themes which emerged were: engage as a partner to plan for community sustainability post-mine closure; help improve local infrastructure; support programs for youth; engage in social issues which affect the community; and protect the environment.

Of the over 100 contributions to local community partners in 2018 and 2019, the majority have been directed to the key areas identified through local consultations. Beginning in 2018, Bald Mountain made a three-year commitment to the Community Foundation of Elko County Endowment Fund (CFEC). Programs supported in 2019 by the fund include:

- Improving literacy rates through the Wells Family Resource Center;
- Providing highly-trained advocates for elderly residents through the Northeastern Nevada Special Advocates for the Elderly program;



- Improving graduation rates of at-risk youth through Communities in Schools of Northeastern Nevada; and,
- Reducing poverty and improving family stability through the Nevada Legal Services program. Learn more on [Kinross World](#) and [Addressing the needs of vulnerable groups in northeast Nevada](#).

## Environmental Stewardship

Through the protection and recovery of habitats, and engagement with the public on responsible use of the natural environment, our goal is to contribute to the environmental sustainability of the Ruby Mountains. We work with numerous partners to support conservation and biodiversity initiatives, including: Trout Unlimited, Rocky Mountain Elk Foundation, Mule Deer Foundation, PACE Coalition community clean up, Jiggs Conservation District, Ducks Unlimited, Nevada Bighorns Unlimited, and the Nevada Department of Wildlife (NDOW). The Ruby Mountains are used by many local residents and visitors for outdoor recreational activities such as hunting, hiking, and fishing.

We supported NDOW in 2019 to purchase seed to replant the Corta Fire burn area around Harrison Pass, a crucial area for migration of the state's largest mule deer herd and priority sage-grouse habitat. The Corta Fire burned 16,000 acres of habitat in the Ruby Mountains. The project has already re-seeded over half of the area, which will increase rehabilitation of wildlife habitat for mule deer and sage-grouse. In 2019, we started a two-year commitment with NDOW to install a boat ramp at Comins Lake; this is a valuable accessory in the propagation, restoration and management of the lake as a fishery and waterfowl area.

Our partnership with Trout Unlimited is focused principally on engagement, especially with children, to build awareness about conservation through an annual fly-fishing film festival and an annual fly-fishing camp for children. We have supported NDOW in similar programs for children at schools in Eureka. Learn more on [Kinross World](#).

*"Having a partner like Kinross on conservation projects and community events like the youth fly-fishing camp and the film festival means a lot to Trout Unlimited. They help us get things done in so many ways, I'm truly thankful for the partnership."*

**Pam Harrington**

Nevada Field Coordinator, Trout Unlimited

Together with Trout Unlimited and other partners, including the U.S. Bureau of Land Management, U.S. Fish and Wildlife Service (USFWS), NDOW, and the Stewardship Alliance of

Northeast Elko County (SANE), we are collaborating in the Dry Creek Restoration Project which will reconnect redband trout passage on Dry Creek, a small tributary to Salmon Falls Creek in northern Nevada. This creek was affected by mining in the 1960s and the project involves removing mine waste and designing a natural biological channel.

*"Many of our conservation and stewardship partners visit the mine to see our environmental stewardship and land reclamation programs in practice. You wouldn't know you were at a mine site. (while viewing reclaimed land)"*

**Pam Harrington**

Nevada Field Coordinator, Trout Unlimited



## Economic Development of the Local Area

Bald Mountain is an active member of the Northeast Nevada Regional Development Authority (NNRDA), which works to encourage and co-ordinate the development and economic growth of the northeastern Nevada region. The NNRDA is working with its members to develop a comprehensive economic development strategy (CEDS) for the region, with the support of the University of Nevada Reno college of business, and scheduled for completion in 2020. This will provide a development road map which the mine and other parties can support.

In White Pine County, a major economic driver and tourist destination is the Northern Nevada Railway Museum. Support from Bald Mountain helps keep the historic national landmark's steam trains in operation while funding work for Locomotive 81, a steam train built 102 years ago that has not run since 1959, to undergo restoration. The restoration program is also providing hands-on training opportunities for local residents, such as basic shop skills, machining and welding. Over the last 30 years, more than 289,000 passengers have ridden the historic trains. The museum brings in \$3 million in tourist spending annually and draws nearly 30,000 visitors per year to the small community of Ely, which has a population of just under 4,000. The influx of visitors to the region has resulted in the need for additional lodging facilities, further supporting the local economy.





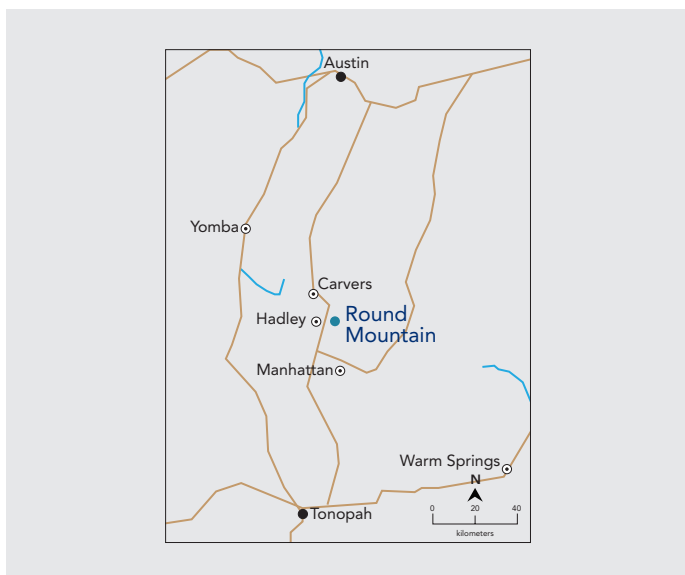
## 2019 Socio-Economic Benefits in Nevada (Round Mountain)

Nevada, United States

## Round Mountain

**887**  
employees**234**  
contract  
workers**\$117.5 million**  
wages and  
benefits paid**\$237.6 million**  
spent on  
procurement**36,630**  
beneficiaries of  
community programs

The Round Mountain mine is an important part of the economy of Nevada, contributing **\$372 million** in state-level benefit footprint in both 2018 and 2019. The mine's tax payments represent approximately 20% of total annual tax intake and more than 60% of Northern Nye county hospital district revenues. The mine works closely with local stakeholders to diversify the local economy, in particular to promote tourism in the Big Smoky Valley. In addition, the mine has helped achieve significant improvements in health care and education, since stakeholder consultation shows that these are top concerns for quality of life in remote, rural Nevada. Due to these sustained efforts, the mine has a high level of appreciation – more than 85% from local stakeholders.



Round Mountain is located in the Big Smoky Valley, Nye County, in the remote, rural part of Central Nevada. The mine uses conventional open-pit mining methods and processes ore by mill and heap leach. The population of the local area is approximately 46,000.

## Economic Outcomes

**Round Mountain is important to Nevada's economy, with total in-state benefit footprint of \$372 million in each of 2018 and 2019** representing about 6% of mining sector output in Nevada (\$7.9 billion in direct output in 2018) and 6% of direct and indirect mining jobs and wages in the

state. Since 2010, the mine's cumulative benefit footprint in Nevada is \$2.2 billion, of which almost 50% has occurred in Nye County. The local portion of the mine's direct output represents about 7% of Nye County's GDP of \$1.6 billion in 2018, more than 5% of jobs, and more than 15% of wages. Our contributions to local school taxes equate to an average of \$1,300 per enrolled student in Nye County (about 15% of the amount spent in Nevada per student) in 2018-19.

Given the large influence of the mine in Nye County's economy and the importance of a sustainable legacy, we have supported local businesses in establishing the Big Smoky Valley business organization (<https://www.bigsmokyvalleynv.com/>) which seeks to diversify local business and promote the Big Smoky Valley. During 2019, the number of small, local area businesses used by the mine increased from 16 to 28.

## Social Outcomes

Round Mountain's contributions to community development have resulted in strong recognition from local stakeholders with 76% seeing the mine as a good neighbour and more than 85% being supportive of the mine's presence in the community. The number of employees living in the local area increased from 673 to 713 during 2019. In 2018-2019, we worked together with more than 30 partner organizations to help deliver improvements to the way of life in the Big Smoky Valley and beyond. Beneficiaries of community programs during 2019 were 78% of the local area population.





## Health

Round Mountain helped improve quality, availability and access to health care through partnerships and involvement with at least five organizations, including the Northern Nye County Hospital District Board and the Nye Communities Coalition.

Results include:

- Working with local stakeholders to reactivate the Tonopah hospital; a community health improvement plan;
- Developing telehealth services (54% would use it again);
- Partnership with the Nye Communities Coalition to deliver wellness services; and
- Improvements to the mine clinic, including a new X-ray machine, and provision of outside services, including chiropractic and mental health which are available to the entire community.

In 2019, the mine clinic saw over 5,000 patients and conducted a community-wide influenza vaccination clinic in conjunction with the community health nurse. Patients include both active and retired employees and dependants, along with local town and school employees and the local sheriff's department.



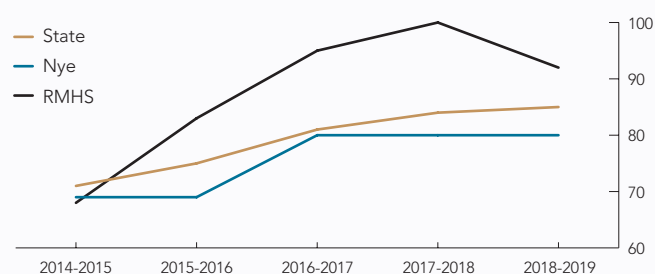
## Developing the Local Area

Round Mountain is working with the Governor's Office of Economic Development's Rural Community and Economic Development Division, United States Department of Agriculture Rural Development, and the Southwest Central Regional Economic Development Authority to assist in the creation of a new economic development plan for Nye County, and specifically to support economic development in northern Nye County. A new partnership with the Tonopah Historic Mining Park has resulted in a new Kinross exhibit inside the museum, as well as a new tour program designed to make Tonopah and the Big Smoky Valley a tourist destination. Learn more on [Kinross World](#).

## Education

The mine has a long-standing commitment to quality education for children and youth in the local area, from kindergarten through to college.

### Graduation Rates for Round Mountain High School



The mine supports the local Round Mountain high school (RMHS) through infrastructure, employee volunteer support, program funding, and scholarships. Graduation rates at RMHS are consistently greater than 90%, well ahead of rates for Nye County and Nevada, and the advanced diploma (CCR – college career ready) rate is 50% compared to 25% for Nye County district.

Since 2017, we have sponsored the Jobs for Nevada's Graduates (J4NG, formerly JAG) program at RMHS, providing career and life skills readiness for students and helping overcome barriers such as low academic performance, and absenteeism. Results found that 75% of students with attendance issues improved their attendance, 50% improved their GPA by 10% and all students in the program graduated; 83% of graduates currently hold full-time jobs. Students surveyed report an increased sense of resiliency, self assuredness, community engagement, and increased parental engagement in their education.

The J4NG program provides followup support to students for one year post-graduation. In addition to the J4NG program, we provide a "Career Day" at the mine site, guest speakers to the class, scholarship information, and mock interviews. Prior to our sponsorship, RMHS was the only school in Nye County that did not have a J4NG program. Learn more on [Kinross World](#).

Round Mountain operates a full service, extended hours, daycare for the community which was recently expanded to accommodate more children and to cater directly to the differing needs of specific age groups. Children who attend the daycare achieve scores that are 20 points higher than their peers on primary school entrance exams. The daycare centre is a key factor in retention for employees with young families.

Round Mountain is committed to improved educational outcomes for children and youth of the Western Shoshone people through its scholarship program and specific engagement with the Yomba Shoshone tribe. Learn more at [New Opportunities for Western Shoshone Children and Youth Through Education](#).



## 2019 Socio-Economic Benefits in Alaska

Alaska, United States

## Fort Knox

**658**  
employees**60**  
contract  
workers**\$106.2 million**  
wages and  
benefits paid**\$179.2 million**  
spent on  
procurement**47,665**  
beneficiaries of  
community programs

**Fort Knox mine is a steady and significant contributor to the economy of interior Alaska and the Fairbanks North Star Borough (FNSB), representing \$278 million, or nearly 4.5%, of the FNSB economy (\$6.3 billion in 2018).** In 2019, the mine contributed approximately 6.5% of total tax intake for the borough. The mine is highly respected, with 88% of stakeholders in strong agreement that Fort Knox has a very positive impact on the economy. The mine has gained significant stakeholder recognition through supporting local businesses and community organizations, effective communications, and responsible resource management.



*The Fort Knox conventional open-pit mine is located approximately 42 kilometres (26 miles) northeast of Fairbanks and occupies State of Alaska and Alaska Mental Health Trust Authority lands. The mine is in the Fairbanks mining district, a belt of lode and placer gold deposits that is one of the largest gold-producing areas in Alaska. The population of the borough is approximately 100,000. Ninety-nine percent of Fort Knox mine employees live in the Fairbanks North Star Borough.*

## Economic Outcomes

**Since 2010, the mine's cumulative state-level benefit footprint is \$2.8 billion**, of which a significant 90% has accrued to the local area. Since 1994, the Fort Knox mine has contributed more than \$24 million to the Alaska Mental Health Trust through lease and royalty payments and is the

largest contributor to the Trust to date. Fort Knox is one of the six major metal mines in Alaska, accounting for nearly 5% of mining and logging industry employment, while in the FNSB it represents 64% of natural resources and mining industry employment and 1.5% of total employment. In 2019, Fort Knox paid \$11 million in real property and business property taxes to the FNSB, or 8.2% of total borough tax revenue. The mine has long been the borough's second-largest property tax payer by assessed value (6.6% of total assessed value) and has the highest assessed value of any property located wholly within the borough.

## Social Outcomes

Our stakeholders believe that the mine has a positive and transparent presence in the community, is a valuable contributor to the local and Alaskan economy and is environmentally conscientious. The mine works with approximately 350 Alaska and Fairbanks businesses and almost 90 non-profit partners covering many aspects of community life. Almost all mine employees live in the borough, contributing nearly \$1.5 million in property taxes in 2019 and, through enrollment of their children in local schools, bringing approximately \$3 million in state education funding into the borough. The mine's steady consumption of power from the Golden Valley Electric Association (GVEA) results in generally lower utility rates for businesses and homes, freeing up income for other uses.



*"They have done it right, in terms of employment and the environment. They leave the impression that you can extract Alaska resources responsibly and be a good contributor to the community and a good example in Fairbanks and the state."*

**Community Stakeholder**

### Updating our legacy strategy through stakeholder engagement

In 2019, we engaged with our employees and community stakeholders through independent perception surveys, combined with an updated socio-economic study, to understand views about Fort Knox, stakeholder concerns, and the mine's place in the local economy. Stakeholders strongly recognize Fort Knox's presence in the community through well-paying jobs, buying local, supporting community organizations, and for promoting a safety culture. The main concern registered about the mine was that all mines eventually close and that preparation for that event must happen.

Looking ahead, we will continue to engage with our stakeholders to determine the best ways in which the mine can help address the current challenges of the community while planning for the long term and ensuring that Fort Knox builds a sustainable legacy in the area.

### Addressing Alaska's mental health challenge

Mental and behavioral health is an overarching social issue in Alaska, affecting approximately 13% of adults in the FNSB area, and mentioned by our stakeholders as a significant concern. Alaska's suicide rate is 87% higher than the national rate for adults and 12% higher for teens. Despite the efforts of many organizations, only 36% of Alaskan adults receive any form of treatment for their illness.

In response to this crisis, Fort Knox launched a \$1 million campaign together with the Greater Fairbanks Community Hospital Foundation and announced a significant commitment to mental health, holding a gala fundraiser that raised \$312,000 for interior Alaska's behavioral health-care system in its first year.

In 2019, the proceeds funded the hiring of two full-time case managers and expanded cutting-edge treatment options in medication-assisted therapy. The program included purchasing a specialized medication storage refrigerator that will help approximately 80 patients obtain this new treatment. Fort Knox has also been a longtime supporter of the [National Alliance on Mental Illness](#) (NAMI) to increase availability and support for people with serious mental illnesses and their families in the Fairbanks area.



### Environmental education and well-being

Fort Knox has a long history of supporting organizations which promote responsible use of the natural environment. The mine has implemented award-winning reclamation of local rivers previously affected by placer mining. See [Mining and Fish Hatchery Co-Existing in Alaska](#). Since 2017, the mine has partnered with Trout Unlimited Alaska to protect rivers and fisheries across the state, engaging with groups ranging from children to military personnel.

In 2019, Trout Unlimited and Kinross invited active duty and veteran military personnel on an excursion into remote Alaska to receive fly-fishing "catch and release" training. Participants reported the benefits of establishing friendships with people having shared experiences, learning a new skill, and enjoying the outdoors.

This peaceful wilderness retreat activity has been proven to be an important component of anxiety and stress reduction for veterans of military combat who have, or are experiencing, combat-related trauma or other illness. Feedback was overwhelmingly positive and participants also indicated they would definitely recommend the program or repeat if possible. Learn more on [Kinross World](#).

*"It's always a pleasure to collaborate with Kinross, especially for an event with such a great cause. Kinross has demonstrated a high level of commitment to environmental safeguards with respect to fisheries at Fort Knox, and this is a great opportunity to showcase their hard work in conserving cold water fisheries in Alaska."*

**Jenny Weiss**

Communications Director, Trout Unlimited Alaska

*"The experience and the learning that took place was world class. It is such an amazing opportunity that most military members would not get a chance to do,"*

**Participant**





## 2019 Socio-Economic Benefits in Brazil

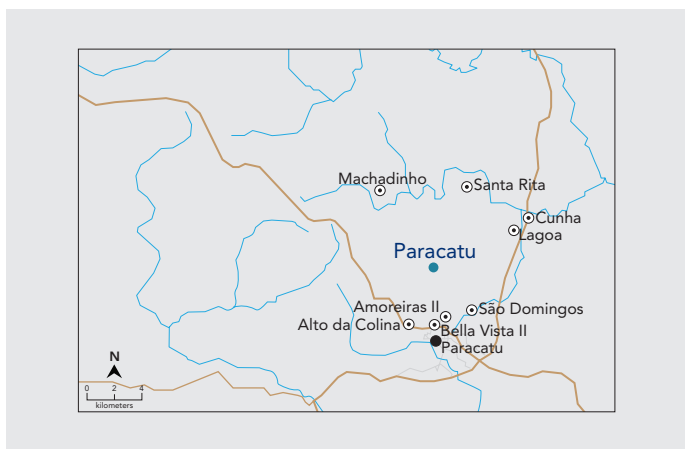
Brazil

## Paracatu

**1,616**  
employees**2,385**  
contract  
workers**\$50.4 million**  
wages and  
benefits paid**\$462 million**  
spent on  
procurement**69,313**  
beneficiaries of  
community programs

**The Paracatu mine plays a key role in the economic and social life of the city and municipality of Paracatu. Since 1990, the human development index for the Paracatu municipality has advanced more rapidly than Brazil and the state of Minas Gerais.**

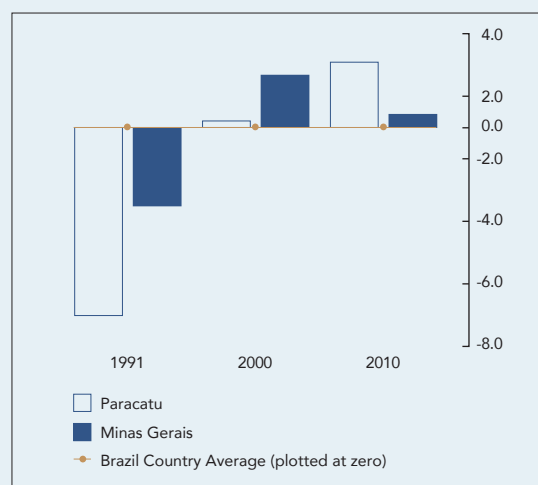
The local portion of the mine's benefit footprint (\$115 million in 2019) represents 11% of municipal GDP and, through taxes and royalties, we contribute almost 15% of municipal tax revenues. Direct employment at the mine is approximately 7% of jobs in the municipality, or 17% including the more than 2,000 contractors who support the mine. Confidence or trust in the Company has increased to 54%, up from 37% in 2017.



The Paracatu mine is located at the northern edge of the city of Paracatu, in the northwestern part of the state of Minas Gerais, Brazil. The mine uses conventional open-pit mining methods and processes ore by mill. The closest local communities are São Domingos, Lagoa de Santo Antonio, and Santa Rita on the rural side of the mine and Amoreiras II, Bela Vista II and Alto da Colina on the southern, city side. The population of the local area is approximately 85,000.

## Human Development Index

Paracatu (municipality) and Minas Gerais (state)  
(% above/below Brazil country average)



Source of data: <http://www.atlasbrasil.org.br/2013/en/>

## Economic Outcomes

Paracatu is the leading private employer and tax contributor in the municipality of Paracatu. Almost all of our employees live in the municipality and in 2019 we worked with almost 140 local businesses in support of our operations. The mine's local output represents more than 35% of all industrial output in the municipality. The mine's total 2019 benefit footprint in Brazil was \$569 million, of which \$187 million was spent in Paracatu and Minas Gerais. **From 2010 to 2019, the cumulative benefit footprint of the mine in Brazil is \$5.5 billion.**

## Social Outcomes

We have developed a Sustainable Development Plan aligned with Paracatu 2030, the municipal sustainable development master plan, jointly built by the government, civil society and local business. The plan takes into account stakeholder feedback, independent perception surveys and insights





gained from our active participation in Paracatu's Sustainable Development Committee. The benefits arising from mining, such as jobs and local business are well recognized, while concerns for the environment and preparation for eventual mine closure remain. The majority of local people (75%) understand Kinross' role in the development of the municipality. Residents report a strong sense of well-being, expressed through satisfaction with their own lives (84%) and belonging to their community (81%). More than 50% of people feel that life has improved over the past 10 years, with only 13% saying it has worsened.

Our principal social and community development program, Integrar, spans four primary areas: education, culture, environment and generation of income and jobs.

### Supporting Youth

Young people, especially girls and women, have always been a key focus of the Integrar program. We conducted a job market analysis in Paracatu to understand the challenges for employers in local hiring, and for young people in getting jobs; 40 employers and 610 youth were interviewed. This led to a youth-oriented program for 70 young people (80% female) who learned self-awareness and self-esteem, along with mentoring in job recruitment and developing business plans. All completed the course with results including 23 youth with new jobs, 17 maintaining their current jobs, a 97% satisfaction rate with the course, a 31% increase in personal social skills, and an overall 108% increase in average income. To learn more about our programs with youth, see [Working with Youth to Promote Paracatu's Culture](#).

*"The most important contribution of the program was to highlight strengths in my personality that I was unaware of. I learned to see potential in small things that went unnoticed."*

**Youth Participant**

### Investing in Education

Until 2018, the education component of Integrar focused on activities with students to complement the regular curriculum. Through dialogue with school principals and teachers, we learned that outdated teaching methods, lack of skills to deal with learning gaps among students, and absence of in-service training opportunities were limiting factors to continued improvement in academic performance. Consequently, we decided to refocus on teachers, to improve their skills and help them adapt the school curriculum to the recently enacted new national curricular base. Training is underway for more than 160 education professionals. To learn more, see [Integrar – Supporting a New Approach to Education in Paracatu](#).

*"I am a teacher and I like it. And when we love and have a passion for what we do, we are thirsty for knowledge. I now have more pleasure in working. Now I'm more concerned with helping my students understand the cause of the problem. The Integrar Program is giving me that desire not to be the traditional teacher, but to be the transforming teacher."*

**Joviana Maria da Silva Damasceno**

math teacher of Cacilda Caetano de Souza School

### Protecting the Environment

We implement a variety of environmental projects in the community to demonstrate our commitment to excellence and the environment. We support farmers in the nearby rural community of Santa Rita to produce seedlings. Some seedlings are purchased for use in our reclamation activities and thousands are donated to local families and employees. We also support environmental awareness programs with children across 10 public schools held at the Paracatu State Park. Recycling is encouraged in the community as well as at the mine. We also support Environment Week activities in May. To learn more about our environment programs see [Paracatu Downstream Communities](#).



### Advancing Local Business

In partnership with Sebrae, a non-profit private entity, we continue to build the capacity of SMEs to do business with Kinross. In 2018, we concluded a two-year training program with 17 local companies which registered notable improvements in leadership, strategic planning, marketing, society, people, processes and results. The SMEs were able to improve their billing and profit by approximately 10% and their overall efficiency and delivery by more than 90%.

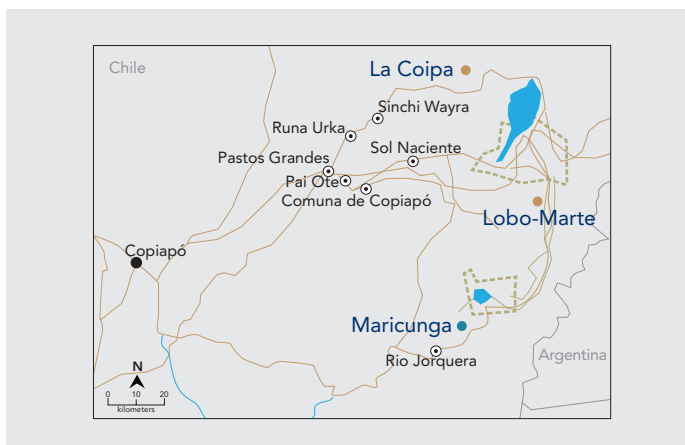


## 2019 Socio-Economic Benefits in Chile

## Chile

**150**  
employees**464**  
contract  
workers**\$19 million**  
wages and  
benefits paid**\$76 million**  
spent on  
procurement**83,392**  
beneficiaries of  
community programs

**Kinross has contributed to the development of the Atacama region of Chile for more than 20 years, with a cumulative benefit footprint in Chile since 2010 of more than \$3 billion.** Colla indigenous communities in the cordillera are key stakeholders for La Coipa and Lobo-Marte and we have worked together to deliver significant outcomes in terms of community governance, culture and ancestral knowledge, education, health and community resilience.



Kinross' Chile assets are located at high elevation in the Andes Mountains of the Atacama region, in the Municipalities of Tierra Amarilla (Maricunga – 190 km from Copiapó) and Copiapó (La Coipa and Lobo-Marte, 140 km and 175 km, respectively, from Copiapó). Colla indigenous communities are located in valleys in the cordillera and practises seasonal grazing. The local area population is approximately 160,000, most of which lives in Copiapó.



## Economic Outcomes

**From 2010 to 2019, our Chilean operations have contributed \$1.3 billion to the Atacama economy** providing wages, procurement, payments to governments and community investments. With our long history in the region, this contribution is widely recognized, with 72% having a positive view of the Company, and 67% recognizing Kinross' support for the development of Copiapó.

With the gradual reduction in gold production from Maricunga from 2016 to cessation of operations in October 2019, our overall economic impact has been smaller in recent years. However, Kinross has new projects in the region, including the restart of La Coipa expected in 2021 and feasibility studies underway at Lobo-Marte.

## Social Outcomes

Voluntary social agreements signed in 2015 with five Colla communities related to La Coipa initiated a new partnership focused on improving community well-being through diverse programs which collectively help to reduce poverty. Indigenous peoples in Chile have higher levels of multi-dimensional poverty (30.2% in 2017) than the general population (19.7%); this indicator includes education, health, employment and living conditions.

The 75 specific voluntary agreements cover governance, culture, socio-economic, and environment objectives. Working groups monitor progress with each community. To date, 46 of the 75 initiatives are complete or underway.



Community feedback on program effectiveness is positive, ranging from 70% to 95% approval. Three communities presented their cultural development plans to authorities in 2019, representing an important outcome in terms of community governance. Our mid-2018 general stakeholder perception survey in Copiapó showed 53% of respondents felt that Kinross respects and has close relationships with indigenous communities and 67% felt that Kinross is a good neighbour.



## Education and Culture

### Lifelong learning for all ages from vulnerable communities

Our goal is to improve academic outcomes for people of all ages from vulnerable communities through access to arts and culture and provide additional opportunities for talented youth across Copiapó.

Since 2015, we have partnered with Fundación Ser Humano, a local NGO, to work with schools in the Paipote neighbourhood adjacent to the Kinross Chile office. The program uses the Kinross auditorium, hosting 129 events in 2018-2019 with participation from 42 local artists, 22 national groups and two international artists, benefiting 13,000 people and giving a unique opportunity to local artists to gain experience. One participating school in Paipote, Hernán Márquez Huerta, with a student body composed primarily of vulnerable children and youth, improved its academic performance by 13%. We partnered with the national agency for children's playgrounds to support the "Inti Marka" ethnic playground, managed by the Comuna de Copiapó Colla community (located near La Coipa and Lobo-Marte), enabling children to learn about Colla culture.

For over 29 years, the Kinross Chile scholarship has provided full support to one talented Atacama youth, from families with limited resources, to attend university in Chile. Almost 30 people have benefited from the scholarship.

Since 2014, we have collaborated with the Copiapó music school to connect music students to a program between Kinross and the Ministry of Arts, Culture and Patrimony, bringing top-level Chilean and international artists to Copiapó to deliver concerts for the public. Artists deliver master classes and students can perform at the concerts. There were eight concerts in 2018 to 2019, with over 30,000 attendees. We sponsor five music students annually to attend a youth music festival in Ostroleka, Poland.

We continued our partnership with Redúcate, an education NGO which focused on helping older adults restart their formal education.

## Health

### An integrated approach to ensuring access to health care

Colla communities in the cordillera have limited access to regular health care. We partnered with regional health authorities to double the number of mobile clinics, including 10 extra missions providing general medicine, dentistry, and medications. In partnership with the Andean Rescue Corps, we support an emergency training program, important given the heightened frequency of extreme weather affecting communities.

Since there is no mobile phone coverage, we provided all five Colla communities with satellite phones. More than 90% of community members commented that these programs have improved their quality of life and provide greater security.

While improving access to modern health care, we support an initiative to pass ancestral knowledge of ethno-medicines to younger generations. A Colla matriarch is providing this five-level course to 15 adults and three children in the Colla communities. Most participants commented that this program has strengthened their cultural identity and brought them closer to their communities.

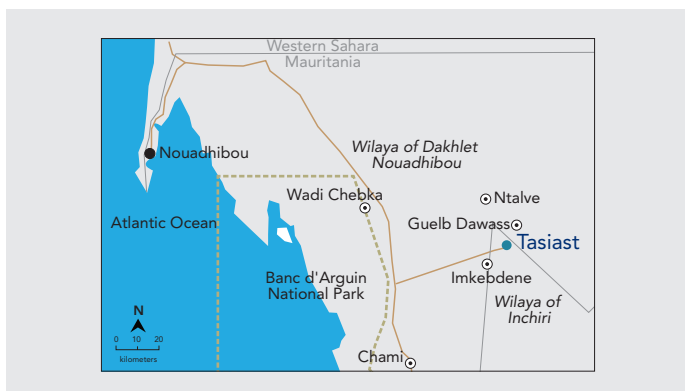




## 2019 Socio-Economic Benefits in Mauritania

Mauritania  
Tasiast**1,267**  
employees**2,448**  
contract  
workers**\$53.1 million**  
wages and  
benefits paid**\$147.6 million**  
spent on  
procurement**58,114**  
beneficiaries of  
community programs

**Tasiast's in-country benefit footprint was \$281 million in 2019, building on a cumulative in-country benefit footprint of almost \$3 billion since 2010, which has contributed to the Government of Mauritania's development plans for the country and delivered significant economic and social outcomes in the region where the mine is located.** We advanced our Mauritanization program, made significant progress with our local business integration (LBI) strategy, initiated a youth training plan and deepened our engagement with our stakeholders, in particular vulnerable groups in communities near Tasiast.



The Tasiast mine and concessions overlap the boundary between the Wilayas of Inchiri and Dakhlet Nouadhibou. The mine and related infrastructure are located primarily in the commune of Benichab, with its principal town of the same name, and overlap to the northeast with the commune of Tmeimichatt. Mineral concessions intersect with the communes of Chami, Nouamghar, Inal, and Boulenoir. Community Zone A includes the villages of Dawas, Ntalve and Imkebdene (total population approx. 300), within a 30 km radius. Zone B extends along the road between Nouakchott and Nouadhibou (N2) from 170 to 300 km north of Nouakchott, including the town of Chami, five small villages, as well the road from the N2 to Tasiast. Zone C covers the N2 road from 300 km north of Nouakchott to the entrance of Nouadhibou, and includes Boulenoir and seven smaller villages.

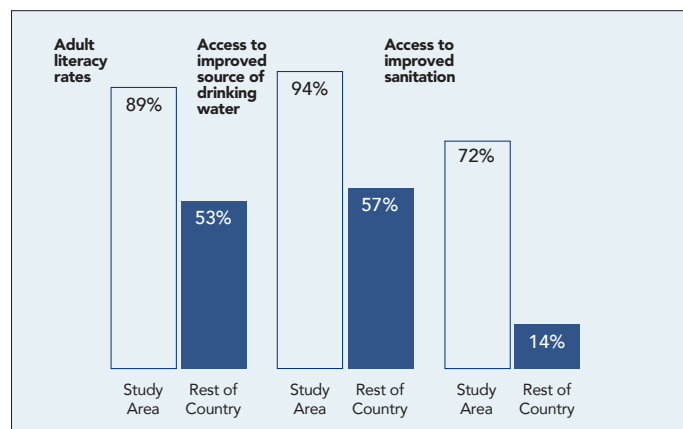
## Economic Outcomes

In 2019, we contributed \$79.4 million in payments to the Mauritanian government, more than \$50 million in employee wages and benefits, and spent almost \$150 million with our suppliers. Although we do not yet report our benefit footprint for the local and regional levels in Mauritania, we hire locally and encourage our contractors to do the same. We use businesses in the local area where

possible and have helped new local businesses start up. In a recent survey, conducted in the communities (Zone A) closest to Tasiast, 96% agreed that Tasiast is important for the local economy.

## Social Outcomes

Marked reduction in poverty and improvements in determinants of health have been achieved in communities around Tasiast and in regional towns, driven by the presence of the Tasiast mine and the growth of towns like Chami due to the government's regional development strategy. Poverty levels in the area have declined from 28% in 2011 to 6%



Notes: study area refers to Zones A, B and C; data from 2017 socio-economic survey; rest of country data from World Bank (water and sanitation, 2015) and UNESCO (Literacy, 2017) sources. Access to improved sanitation ranges from 80% in Zone C to 35% in Zone A.





in 2017, with 65% of people reporting a medium to good standard of living. Literacy rates and percentage of the population with access to basic services are generally better than those for the rest of the country.

### Improving the lives of vulnerable stakeholders

Improvements in quality of life for communities in Zone A have come through a comprehensive approach, including local jobs and business development, combined with community programs which attend to priority stakeholder concerns including family stability and well-being, respect and dignity, health, education, income and the presence of

ASM in the area. While almost 20% of the local population has employment with Tasiast (13%) and contractors (6%), and a similar number are involved in small businesses, there are potentially vulnerable groups who include the elderly, children, women, ethnic minorities and people with special needs. Results from community surveys and a report from a medical NGO, with which we partner to deliver a mobile clinic program in Zone A and other communities in the region, show positive outcomes in health, education, and the local economy, all of which have contributed to a strong sense of well-being in the community. See [Opportunities for youth from skills training at Tasiast](#).

Determinants of Health	Description	Outcomes
Well-being	Overall physical and mental situation	81% feel their well-being is good/very good; more than 70% consider that Tasiast is good/very good for the well-being of the community
Respect	Feel that Tasiast cares for the community	74% think that potentially under-represented groups, especially women, have been considered and benefited from Tasiast; 91% feel that women are treated with respect by Tasiast.
Clean water and hygiene	Providing water to the Zone A population	94% have access to improved drinking water vs. 57% nationally. However, only 15% of households treat the water (the same rate as the national average).
General health	Medical services (mobile clinic, Tasiast clinic) and WASH hygiene program	80% consider their health situation is good/very good and are satisfied with health services; 95% say they have never delayed getting care in the last 12 months.  WASH program results indicate an improvement in hygiene including a higher rate of handwashing.  The incidence of parasitosis declined from 35% in 2012 to 13% in 2019 due to systematic treatment.  The incidence of high blood pressure (7%), malaria (5%) and hepatitis (3%) are lower than national averages of 22%, 31% and 24%, respectively, while diabetes levels are similar at 5% to 7%.
Women and child health	Medical services (mobile clinic, Tasiast clinic) and WASH hygiene program	Almost all women in the area do breastfeeding exclusively for the first six months compared with 41% nationally. Family planning is higher than the national rate (18% vs. 5%). The prevalence of female genital mutilation is 0%, while still a significant issue nationally.  Malnutrition is low (2%) against 24% nationally.
Education	Yearly distribution of school kits to schools present in the neighbouring communities	Gross enrolment rates in primary schools in Zones B and C are around 100%, higher than the region average and well above the national average of 52%.
Livestock	Veterinary and fodder support (through community-led food bank) to maintain sustainability of traditional animal grazing and herding practices	Livestock numbers have increased and more families own livestock (camels/goats 79%/88% in 2017 vs. 75%/82% in 2013). For the herders, the provision of fodder is the most popular support (95%), followed by veterinary analysis (85%), deworming (71%), medicines (65%), and vaccination (61%). Livestock provide nutrition and income, which are both key determinants of health.
Economy	Local jobs and small business program	46% consider their economic situation between good and very good.  20% work for Tasiast directly/indirectly.  More than 20% own or work in a small business or co-operative and have received support from Tasiast through training, inventory and equipment. These businesses also benefit from ASM working in the area.  More than 40 women have been trained in sewing, working in a co-operative. 86% of the women strongly agreed that they can now make clothes for sale in the local market, and are therefore more independent. See <a href="#">Empowering women through skills training and small business development in Mauritania</a> .

Notes: Sources of data include a) perception survey in Zone A in February 2020, b) Plan national pour le développement sanitaire 2012-2020, Ministry of Health, Mauritania, c) MICS (Multi indicators cluster study) November 2016, d) Report for Tasiast "Epidemiological context and indicators in Zone A; APIS DC, July 2020, 14p.



## 2019 Socio-Economic Benefits in Ghana

Ghana

## Chirano

**1,037**  
employees**1,355**  
contract  
workers**\$47.7 million**  
wages and  
benefits paid**\$135.9 million**  
spent on  
procurement**132,839**  
beneficiaries of  
community programs

**A comprehensive and consistent approach to community well-being has delivered, over the past 15 years, better access to, and quality of, education, electricity, roads, health care, sanitation and waste management.** \$13 million has been invested in these projects and more than \$2 million has been accumulated to fund the recently established “Chirano Sefwiman Foundation”, which will focus on sustainable development for the local area ([Establishing a Community Foundation at Chirano](#)). The mine has invested in people and businesses, with more than \$300 million spent on payroll and procurement in the local area and region since 2010. Over 40% of Chirano employees (> 500 people) are from the local area; together with another 550 local people working for mine contractors, more than 1,000 local people work at Chirano.



Chirano is located in the Western North region (population 1.17 million), approximately 100 km southwest of Kumasi and 20 km from the district centres of Bibiani and Wiawso. The “catchment area” includes a number of villages and towns in the area around the mine, the closest of which are Akoti and Etwebo. The mine area intersects with three traditional paramountcies: Anhwiaso, Chirano, and Wiawso. The population of the catchment area is approximately 30,000.

## Economic Outcomes

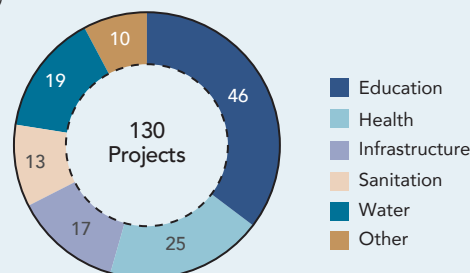
**From 2010 to 2019, Chirano has contributed \$2.5 billion to Ghana’s economy**, with 12% of this amount spent in the Western North region and local catchment area. Of this total, \$1.5 billion has been spent with Ghanaian providers, contributing directly and indirectly to economic growth in the country. In 2019, Chirano’s benefit footprint represented approximately 4% of Ghana’s mining GDP, which itself is about 8% of Ghana’s GDP.

## Social Outcomes

Results from a comprehensive perception survey in 2018, demonstrated strong overall local community support for mining (more than 80% of people). Approximately 50% feel that community quality of life is good/very good (range 30% to 70% among seven local communities). In early 2020, the Ghana Minerals Commission auditor visited Chirano to audit compliance with our community agreements and confirmed that the mine was in compliance.

## Community Outcomes from Improved Infrastructure

We have delivered, together with our local communities and other partners, with 130 community projects in the catchment area during the past 15 years.

Community Projects Completed Over 15 Years  
(number)



Theme	Community projects	Outcomes
Education	Construction of eight Information and Communications Technology (ICT) centres, two multi-purpose ICT/Library centres, and one science laboratory; teacher support program at six schools; furniture and supplies for schools in 15 communities; training of 30 teachers and 24 librarians	78% feel that educational facilities are good and the majority note the easier access to schools due to improved local roads maintained by Chirano
Health	Construction of five Community-based Health Planning and Services (CHPS) clinics with nurses quarters; maternity ward at the Chirano clinic; supplies and equipment (Project C.U.R.E.) delivered to 23 health centres in the districts	55% see local health facilities as fair and 43% as good; the average NHIS (national health insurance) coverage is 80% vs. an average of 65% in Ghana; 70% use local CHPS walk-in clinics; in 2004 there was just one clinic in the area (in Chirano village) and now there are five
Water	More than 40 boreholes completed in 23 communities; four small-town water systems completed	93% now have access to borehole/pipe-borne water vs. <20% before the mine began operations
Sanitation	Construction of 14 public toilet facilities in eight communities	32% of catchment area population have access to a flush/pour toilet vs. 0% in 2004 (most used pit latrines)
Employment	Youth skills and capacity program with more than 250 youth trained in mine jobs, 78 local artisans trained, 36 of our local employees are senior staff.	Overall employment is up to 74% vs. 50% in 2010 and 88% have more than one job
Economy	Use of local contractors for dust suppression, power line clearing, and camp maintenance	93% recognize economic benefits of mining and 74% report increased income; 70% of houses are detached/semi-detached while in 2004 the majority were compound-type; 89% of homes are made from blocks/bricks with corrugated metal roofs, while in 2004 most houses were made from traditional mud construction and thatched roofs

In the past two years, we have completed a major refurbishment of schools and other facilities in partnership with some of our contractors and local district and traditional authorities, and have advanced other significant projects, including electrification for the Kwawkrom community (together with Nexan Foundation) delivering stable grid power to 250 people for the first time. See [Improving well-being through provision of grid electrical power](#). In addition, we completed several health and sanitation projects. See [Improving community health outcomes](#).

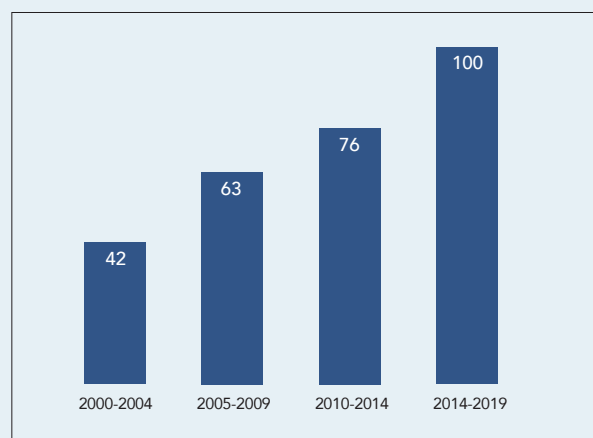
### Improving educational outcomes through sustained support for teachers

Since 2005, Chirano has supported an “Extra Classes” program for local schools in six communities through additional salary payments for teachers. Program objectives are to support improved teaching and learning, and promote increased participation in the school. The Basic Education Certificate Exam (BECE) pass rate provides a standard measure of outcomes.

Prior to 2005, the BECE performance at the six schools was generally poor, with pass rates in most cases at or below 50%. Following the implementation of the extra classes program, performance has steadily increased with all schools for which data are available achieving 100% pass rates in the last five years. The Akoti school was recently ranked the 12th best

school out of 110 schools within the Wiawso Municipality. A workshop was held with local education authorities to identify priorities for 2020, including developing reading clubs and an inter-school quiz competition.

**Average Pass Rate In Schools with “Extra Classes” Program**  
(%)



Notes: Etwebo and New Obayeko started writing BECE exams in 2013 and 2017, respectively; data are only available for Akoti from 2011.



## 2019 Socio-Economic Benefits in Russia

Kupol & Dvoinoye  
Russia**2,225**  
employees**309**  
contract  
workers**\$85 million**  
wages and  
benefits paid**\$220.3 million**  
spent on  
procurement**64,146**  
beneficiaries of  
community programs**Our operations in Chukotka support key components of the regional government's 2030 development plan: mining, mineral exploration, indigenous peoples and the environment.**

The local part of our benefit footprint (\$78 million in 2019) has averaged 15% to 20% of Chukotka's GDP (approximately \$1.1 billion in 2017) over the past 10 years. Apart from the direct benefit of local jobs and supporting local businesses, we have implemented a community strategy since the early development of the mine in support of the traditional strength of this remote region – its indigenous peoples, which make up about 30% of the total population of approximately 50,000. In 2019, the Kupol Foundation celebrated its 10th anniversary, with over 170 projects completed in indigenous culture, traditional business and local entrepreneurship.

## Social Outcomes

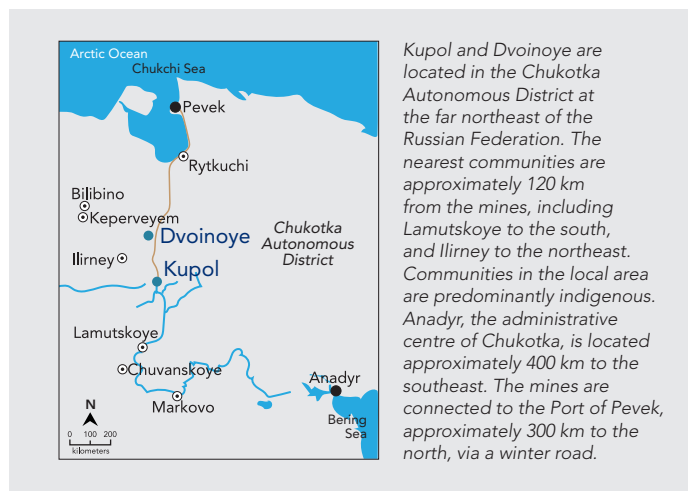
Through jobs and business, training, and working with indigenous peoples directly, and through the Kupol Foundation, we have made significant contributions to well-being by strengthening indigenous culture and the resilience of traditional activities. Our approach considers and addresses the challenges common to remote, northern regions – desire of youth to migrate to urban centres, higher cost of living, less connectivity, difficulty of access to markets, and lack of diverse employment opportunities.

Through a perception survey of stakeholders, we learned that more than 60% of indigenous peoples are at least somewhat satisfied with their socio-economic situation and 79% feel that their overall health is satisfactory or better; 62% feel that Kinross is supportive of indigenous peoples.

**Strengthening Culture and  
Diversifying the Economy in Chukotka**

The Kupol Foundation celebrated its 10th anniversary in 2019, with 170 projects completed and approximately \$4 million in funding. Kinross has committed to maintain funding through 2023.

In the past two years, the Foundation supported two key cultural projects. An award-winning documentary film was produced, entitled "The Book of the Sea", featuring the life of Chukotka whale hunters. Project partners included the Russian Ministry of Culture, Regional Department of



Kupol and Dvoinoye are located in the Chukotka Autonomous District at the far northeast of the Russian Federation. The nearest communities are approximately 120 km from the mines, including Lamutskoye to the south, and Ilirney to the northeast. Communities in the local area are predominantly indigenous. Anadyr, the administrative centre of Chukotka, is located approximately 400 km to the southeast. The mines are connected to the Port of Pevek, approximately 300 km to the north, via a winter road.

## Economic Outcomes

**From 2010 to 2019, Kinross' benefit footprint within Russia is \$4.8 billion**, of which nearly 40% has occurred with the Chukotka Autonomous District: \$2 billion dollars has been spent with Russian suppliers, \$800 million on payroll, and \$1.9 billion on payments into different levels of the state budget. In 2019, 81% of our total Russia procurement spend was substantially higher than the 10-year average of 69%, while our procurement spend in Chukotka has remained above 30%.





Project area	Number
Indigenous traditions	96
Education	42
Health Care	15
Business	17

Education, Culture and Sports, and the Association of Indigenous Peoples of Chukotka and private sponsors. The second project was the publication of the 2nd edition of the three-book Chukchi-French-English-Russian Dictionary, with more than 35,000 entries. It is available in libraries and educational institutions across Chukotka, and [online](#).

Progress has been made in diversification of businesses within Chukotka, based on traditional culture, farming, and services. With Foundation support, two new food and agriculture businesses have started in Pevek: the Rostok greenhouse and the Pevek poultry farm, providing lower cost and fresher produce for residents.

Area	Small business
Cultural	Bone carving Reindeer sleds Chukchi language courses Clothing from reindeer hides
Farming	Poultry farms (Pevek, Anuysk) Dairy and meat (Markovo) Reindeer farming Greenhouse Fishery
Services	Dental clinic Dry cleaning

These businesses are aligned with the Chukotka government efforts to localize agricultural production to reduce transportation costs and delivery times for fresh produce. Reindeer herding, the largest component of the agriculture sector in Chukotka, continues to face challenges of low numbers of herders, low wages, and old equipment.

Kinross works directly with herders to address these challenges by consistently supporting and attending key events such as the R'ylet reindeer sled races, which are important for reindeer breeding and trading, along with social support for herder families and maintenance of equipment.

In services, the Kupol Foundation sponsored the Chukotka northwestern college in Bilibino to buy modern cooking equipment, significantly improving training and opening up wider employment opportunities. As a result, the college was able to host the cooking section of the regional competition of World Skills Russia.

*"Since 2009, the Foundation has been financially supporting the local community on a tender basis in its efforts to implement socially valuable projects on indigenous traditions, health care, education and training, and the sustainable development of SMEs."*

**Elena Evtukhova**  
Head of the Chukotka Indigenous  
Peoples Department  
(17th UN Forum on Indigenous Peoples)

## Promoting Opportunities for Youth Through STEM Education

We continued to promote our goal of creating opportunities for young people in Magadan schools and colleges. We collaborate with the Magadan Department of Education, Gymnasiums, Schools and Universities of Magadan, and the Russian geological society to deliver soft skills training (e.g., career guidance, mentoring) and STEM-related activities such as Olympiads in geology (including annual sponsorship of the Moscow State University geology competition) and sciences and "Case-In" engineering competitions. More than 200 high school students have been through this program, and participation in the Olympiads has steadily increased.

We provided and installed a video-conferencing system, including a permanent software license, to the Magadan Polytechnic Institute of Magadan North Eastern State University, which helped students remain connected during the COVID-19 lockdown. In both 2018 and 2019, we organized and held the "Eureka educational festival", an event directed at children to stimulate their interest in science, mining, and indigenous culture. The event in 2019 was attended by more than 1,500 people, including 600 children, and involved many of our school and university partners along with other civic organizations.

*"The video conference solution helped the University to stay connected globally. Now, we can engage professionals from all over the world and conduct online lectures, workshops, and other events. We were able to do online exam preparation for students living in remote areas of the Magadan region (Palatka, Ola and Myaundzha villages). It is thanks to the video conference technology that we could quickly embrace the e-learning opportunities during this challenging time."*

**Natalia Gaidai**  
Director of the Polytechnic Institute  
State North Eastern University

*"We learned how to draft a CV, act as a team, quickly onboard, how to stay empowered during an interview and get the job. We received valuable information on how to embrace adulthood and follow a career path."*

**Alina Badanina**  
Student Career Orientation Program participant.



# 2019 Sustainability Data Tables

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# Kinross 2019 Sustainability Report Data Tables

## Aggregate Corporate Performance Data<sup>1,2,3</sup>

	2019	2018	2017	2016	2015
Ore Processed (Tonnes)	136,523,000	141,231,000	124,408,000	142,889,000	117,113,000
Attributable Gold Production (Gold equivalent ounces)	2,507,646	2,452,398	2,673,533	2,789,150	2,594,652
<b>Safety (100% basis)</b>					
Lost-time Injury Frequency Rate (per 200,000 hours worked)	0.11	0.05	0.07	0.10	0.04
Lost-time Injury Frequency Rate (employees)	0.15	n/r	n/r	n/r	n/r
Lost-time Injury Frequency Rate (contractors)	0.07	n/r	n/r	n/r	n/r
Fatal Injuries	0	0	1	0	0
Fatalities Due to Worker Health	0	0	0	0	0
Total Reportable Injury Frequency Rate (per 200,000 hours worked)	0.29	0.27	0.32	0.35	0.33
Total Reportable Injury Frequency Rate (employees)	0.36	0.26	0.34	0.37	0.35
Total Reportable Injury Frequency Rate (contractors)	0.23	0.27	0.31	0.32	0.31
Occupation Illness Frequency Rate (per 200,000 hours worked)	0.00	0.00	0.02	0.01	n/r
Medical Treatment Injuries (employees) (#) (per 200,000 hours worked)	19	n/r	n/r	n/r	n/r
Medical Treatment Injuries (contractors) (#) (per 200,000 hours worked)	13	n/r	n/r	n/r	n/r
Near Miss Frequency Rate (employees)	0.22	n/r	n/r	n/r	n/r
Near Miss Frequency Rate (contractors)	0.16	n/r	n/r	n/r	n/r
Recordable Cases of Work-Related Ill Health (# of Cases)	0	0	n/r	n/r	n/r
Tier 1 Process-Related Safety Events (#) <sup>4</sup>	4	0	0	0	0
Health and Safety Training Per Person (# of hours) (employees)	35	22	76	72	58
Health and Safety Training Per Person (# of hours) (contractors)	22	58	52	146	48
<b>Workforce (100% basis)</b>					
Employees (full-time equivalent)	8,967	9,093	8,849	9,117	9,107
Male (full-time equivalent)	7,904	8,062	7,875	n/r	8120
Female (full-time equivalent)	1,063	1,031	974	n/r	987
Male (% of workforce)	88	89	89	91	89
Female (% of workforce)	12	11	11	9	11
Male (% of management)	82	84	83	83	83
Female (% of management) <sup>5</sup>	18	16	16	17	17
Females Junior Management (%) <sup>6</sup>	18	16	18	17	20
Females in Revenue Generating Positions (#) <sup>7</sup>	541	484	488	497	473
Workforce from within host countries (full-time equivalent)	8,818	8,932	8,642	n/r	n/r
Management from within host-countries (full-time equivalent)	473	602	514	n/r	n/r
Workforce from within host countries (as % of total workforce)	98.5	98.2	97.7	97.4	97.4
Management from within host countries (as % of total management)	84.5	84.7	79.8	n/r	83.2
Voluntary turnover (full-time equivalent) (#)	514	486	599	n/r	n/r
Involuntary turnover (full-time equivalent) (#)	453	367	1,062	n/r	n/r
Voluntary turnover (rate)	6.3	5.7	6.5	5.9	4.6
Involuntary turnover (rate)	5.5	4.3	12	13.7	7.7
New hires (full-time equivalent) (#)	820	1,565	1,172	n/r	n/r
Employees Covered by Collective Bargaining Agreements (%)	39.7	40.0	40.0	34.8	38.7
Total Strikes and Lockouts	0	0	0	1	0
<b>Employee Training</b>					
Average Hours of Training Per Employee	29	22	36	32	n/r
Training and Development Investment (\$/employee)	593	776	767	427	n/r
Open Positions Filled Internally (%)	6.9	4.0	11.0	12.1	n/r
Contractors	7,551	8,068	7,847	n/r	n/r
<b>Community Investments</b>					
	2019	2018	2017	2016	2015
Cash Contributions (\$)	6,500,000	6,700,000	7,100,000	4,500,000	5,300,000
Employee Volunteering During Paid Hours (\$)	347,109	627,178	299,737	388,984	332,251
In-Kind Contributions, Products, Services, Partnerships (\$)	1,800,000	1,500,000	3,000,000	3,000,000	2,500,000
<b>Environmental<sup>8</sup></b>					
General (100% basis)					
Number of Regulatory Actions <sup>9</sup>	0	2	3	1	4
Fines (US\$) <sup>10</sup>	0	78,849	43,548	0	7,600
Number of Major Spills	0	0	1	0	1
Energy/Greenhouse Gas					
Total Energy Consumption (Gigajoules)- non-renewable	18,668,000	n/r	n/r	n/r	n/r
Total Energy Consumption (Gigajoules) - renewable	2,924,000	n/r	n/r	n/r	n/r
Total Energy Consumption (Gigajoules)	21,592,000	21,322,000	19,199,000	19,817,000	16,571,000
Total Electricity Purchased - non renewable sources	3,378,000	n/r	n/r	n/r	n/r
Direct Energy Consumption (Gigajoules)	15,290,000	14,720,000	13,729,000	13,312,000	10,826,000
Indirect Energy Consumption (Gigajoules)	6,302,000	6,602,000	5,470,000	6,505,000	5,745,000
Consumption of Self-Generated Non-Renewable Fuel Energy <sup>11</sup>	1,324,000	n/r	n/r	n/r	n/r
Energy Consumed per Tonne of Ore Processed (Megajoules/Tonne)	158	151	154	139	141
Greenhouse Gas Emissions (Scope 1) (Tonnes CO <sub>2</sub> e)	1,100,000	1,057,000	983,000	954,000	777,000
Greenhouse Gas Emissions (Scope 2) (Tonnes CO <sub>2</sub> e)	512,000	584,000	535,000	614,000	574,000
Greenhouse Gas Emissions (Scope 3) (Tonnes CO <sub>2</sub> e) <sup>12</sup>	124,000	138,000	162,000	169,000	172,000
Total Greenhouse Gas Emissions (Scope 1 and 2) (Tonnes CO <sub>2</sub> e)	1,612,000	1,641,000	1,518,000	1,568,000	1,351,000
Greenhouse Gas Emissions (Scope 1 and 2) per Tonne of Ore Processed (Kilograms CO <sub>2</sub> e/Tonne)	11.9	11.6	12.2	11.0	11.5



## Aggregate Corporate Performance Data

	2019	2018	2017	2016	2015
<b>Air Emissions</b>					
Total SO <sub>x</sub> (Tonnes)	1,237	938	721	621	716
Total NO <sub>x</sub> (Tonnes)	2,413	2,331	2,159	2,096	1,698
<b>Water Use</b>					
Total Water Withdrawn - Groundwater (m <sup>3</sup> )	36,771,000	27,405,000	18,659,000	17,743,000	11,306,000
Total Water Withdrawn - Surface Water (m <sup>3</sup> )	14,525,000	16,220,000	13,911,000	17,727,000	12,639,000
Total Water Withdrawn - Precipitation Captured (m <sup>3</sup> )	24,473,000	33,483,000	27,731,000	26,826,000	24,537,000
Total Water Withdrawn - Third-Party Sources (municipal water) (m <sup>3</sup> ) <sup>13</sup>	93,000	131,000	128,000	0	0
Total Fresh Water Withdrawn (m <sup>3</sup> )	75,862,000	77,239,000	60,429,000	62,296,000	48,482,000
Waste Water Withdrawn (m <sup>3</sup> )	189,000	0	0	0	0
Total Water Withdrawn - Salt/Brackish Water (m <sup>3</sup> )	4,642,000	4,365,000	3,664,000	2,726,000	3,026,000
Total Water Withdrawn (m <sup>3</sup> )	80,693,000	81,603,000	64,093,000	65,022,000	51,508,000
Total Water Withdrawn From Water-Stressed Areas (m <sup>3</sup> )	441,000	288,000	486,000	1,275,000	1,911,000
Total Other Water Withdrawn (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Net Changes in Water Storage (m <sup>3</sup> ) <sup>14</sup>	(185,000)	10,487,000	1,219,000	3,383,000	(6,638,000)
Total Water Discharged - Groundwater (m <sup>3</sup> )	11,296,000	5,227,000	4,470,000	4,814,000	2,025,000
Total Water Discharged - Surface Water (m <sup>3</sup> )	9,096,000	5,383,000	3,916,000	4,712,000	4,857,000
Total Water Discharged To Fresh Water (m <sup>3</sup> )	3,216,000	n/r	n/r	n/r	n/r
Total Water Discharged To Other Water (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Total Water Discharge (m <sup>3</sup> ) <sup>15</sup>	23,608,000	10,610,000	8,386,000	9,526,000	6,882,000
Total Water Consumed (m <sup>3</sup> )	57,268,000	60,506,000	54,487,000	55,031,000	52,847,000
Water Consumed per Tonne of Ore Processed (Litres/Tonne)	419	428	438	385	451
Water Recycled/Reused (m <sup>3</sup> )	249,145,000	230,408,160	250,296,751	204,940,802	192,676,325
Recycled Water (% of Water Consumed) <sup>16</sup>	76	79	83	79	76
<b>Significant Materials Use</b>					
Diesel Fuel (m <sup>3</sup> ) <sup>17</sup>	354,600	353,300	334,200	339,400	257,000
Heavy Fuel Oil (m <sup>3</sup> )	36,300	23,400	14,700	4,400	18,000
Cyanide (Tonnes as CN)	36,000	34,200	33,800	38,400	34,200
Lime (Tonnes)	96,300	105,800	112,500	168,800	161,800
Blasting Agents (Tonnes)	84,700	80,200	69,400	66,400	60,600
<b>Wastes</b>					
<b>Mineral Wastes</b>					
Waste Rock Mined (Tonnes) <sup>18</sup>	283,900,000	244,904,000	192,827,000	201,289,000	129,401,000
Tailings Produced (Tonnes)	79,403,000	76,557,000	61,859,000	71,369,000	68,047,000
Total Active Tailings Facilities (#)	9	n/r	n/r	n/r	n/r
Total Inactive Tailings Facilities (#)	5	n/r	n/r	n/r	n/r
<b>Non-Mineral Wastes</b>					
Hazardous Waste Disposed On Site (Tonnes)	943	20	7	486	377
Hazardous Waste Disposed Off Site (Tonnes)	1,611	809	480	616	601
Hazardous Waste Incinerated On Site and Off Site (Tonnes)	1,221	n/r	n/r	n/r	n/r
Hazardous Waste Recycled On Site and Off Site (Tonnes)	2,166	n/r	n/r	n/r	n/r
Total Hazardous Waste (Tonnes)	3,776	830	487	1,102	978
Non-Hazardous Waste Disposed On Site (Tonnes)	22,965	18,722	17,430	10,500	9,586
Non-Hazardous Waste Disposed Off Site (Tonnes)	882	558	674	792	1,985
Non-Hazardous Waste Incinerated On Site and Off Site (Tonnes)	1,753	n/r	n/r	n/r	n/r
Non-Hazardous Waste Recycled On Site and Off Site (Tonnes)	13,144	n/r	n/r	n/r	n/r
Total Non-Hazardous Waste (Tonnes)	38,799	19,279	18,104	11,292	11,571
Total Recycled Wastes (Tonnes) <sup>19</sup>	15,310	12,306	16,684	14,700	13,329
Total Non-Mineral Wastes Generated (Tonnes) <sup>20</sup>	42,575	20,109	18,591	12,394	12,549
Non-Mineral Recycled Wastes (Kilograms/Tonne of Ore Processed)	0.112	0.087	0.134	0.103	0.114
Non-Mineral Wastes Disposed On Site (Kilograms/Tonne of Ore Processed)	0.175	0.133	0.14	0.077	0.085
Non-Mineral Wastes Disposed Off Site (Kilograms/Tonne of Ore Processed)	0.018	0.01	0.009	0.01	0.022
<b>Land Status<sup>21</sup>(100% basis)</b>					
Total Land Disturbed and Not Yet Reclaimed at Beginning of Reporting Year (ha)	17,195	17,695	17,185	17,390	15,615
Land Newly Disturbed During Reporting Period (ha)	500	915	709	640	528
Land Reclaimed During Reporting Year (ha)	405	303	135	249	46
Total Land Disturbed and Not Yet Reclaimed at End of Reporting Year (ha)	17,291	18,330	17,759	17,781	16,097
Total Operations Assessed for Biodiversity (# of Sites)	7	7	9	n/r	n/r
Total Land Area of Assessed Sites (ha)	63,401	n/r	122,360	n/r	n/r
Total Land Occupied By Mining Facilities (ha)	17,781	n/r	17,781	n/r	n/r
Total Number of Sites With Biodiversity Management Plans	7	7	9	n/r	n/r
Total Land Area of Sites With Biodiversity Management Plans (ha)	79,294	n/r	122,360	n/r	n/r
Protected Habitat (ha)	4,434	4,563	4,396	4,386	4,386
<b>Land Status - North America Closed Sites</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Total land disturbed and not yet reclaimed at beginning of reporting year (ha) <sup>22</sup>	89	101	18	20	27
Disturbance during reporting year (ha)	0	0	0	0	0
Reclamation during reporting year (ha)	7	12	0	2	7
Total land disturbed and not yet reclaimed at end of reporting year (ha) <sup>23</sup>	82	89	6	18	20

n/r = not reported





## Site Performance Data - Fort Knox, USA

	2019	2018	2017	2016	2015
<b>Operations</b>					
Mining Method: Open Pit					
Processing Method: Carbon-in-pulp (CIP), gravity, heap leach					
Employees	658	621	625	656	665
Contractors	60	36	68	n/r	n/r
Ore Processed (Tonnes)	26,562,000	28,097,000	32,736,000	42,360,000	38,664,000
Attributable Gold Production (Gold equivalent ounces)	200,263	255,569	381,115	409,844	401,553
<b>Safety</b>					
Lost-time Injury Frequency Rate (per 200,000 hours worked)	0.25	0.00	0.24	0.11	0.00
Lost-time Injury Frequency Rate (employees)	0.29	n/r	n/r	n/r	n/r
Lost-time Injury Frequency Rate (contractors)	0.00	n/r	n/r	n/r	n/r
Fatal Injuries	0	0.00	0	0	0
Fatalities Due to Worker Health	0	n/r	n/r	n/r	n/r
Total Reportable Injury Frequency Rate (per 200,000 hours worked)	0.75	0.13	0.85	0.00	0.56
Total Reportable Injury Frequency Rate (employees)	0.59	n/r	n/r	n/r	n/r
Total Reportable Injury Frequency Rate (contractors)	1.61	n/r	n/r	n/r	n/r
Occupation Illness Frequency Rate (per 200,000 hours worked)	0.00	0.00	0.00	0.00	n/r
Medical Treatment Injuries (employees)	1	n/r	n/r	n/r	n/r
Medical Treatment Injuries (contractors)	2	n/r	n/r	n/r	n/r
Near Miss Requency Rate (employees)	0.29	n/r	n/r	n/r	n/r
Near Miss Requency Rate (contractors)	0.00	n/r	n/r	n/r	n/r
Recordable Cases of Work-Related Ill Health	0	n/r	n/r	n/r	n/r
Total Tier 1 Process Safety Events (per 200,000 hours)	1	n/r	n/r	n/r	n/r
<b>Environmental</b>					
General					
Number of Regulatory Actions	0	0	0	0	0
Fines Paid (US\$)	0	0	0	0	0
Number of Major Spills	0	0	0	0	0
Energy/Greenhouse Gas					
Total Energy Consumption (Gigajoules)- non-renewable	3,195,000	n/r	n/r	n/r	n/r
Total Energy Consumption (Gigajoules) - renewable	74,200	n/r	n/r	n/r	n/r
Total Energy Consumption (Gigajoules)	3,269,000	3,328,000	3,432,000	3,757,000	3,508,000
Total Electricity Purchased - non renewable sources	779,000	n/r	n/r	n/r	n/r
Direct Energy Consumption (Gigajoules)	2,415,000	2,295,000	2,317,000	2,651,000	2,465,000
Indirect Energy Consumption (Gigajoules)	854,000	1,033,000	1,115,000	1,106,000	1,043,000
Consumption of Self-Generated Non-Renewable Fuel Energy	0	n/r	n/r	n/r	n/r
Energy Consumed per Tonne of Ore Processed (Megajoules/Tonne)	123	118	105	89	91
Greenhouse Gas Emissions (Scope 1) (Tonnes CO <sub>2</sub> e)	173,000	165,000	166,000	190,000	177,000
Greenhouse Gas Emissions (Scope 2) (Tonnes CO <sub>2</sub> e)	245,000	270,000	270,000	267,000	246,000
Greenhouse Gas Emissions (Scope 3) (Tonnes CO <sub>2</sub> e)	11,000	7,900	9,900	11,800	9,700
Greenhouse Gas Emissions (Scope 1 and 2) (Tonnes CO <sub>2</sub> e)	418,000	435,000	435,000	457,000	423,000
Greenhouse Gas Emissions (Scope 1 and 2) per Tonne of Ore Processed (Kilograms CO <sub>2</sub> e/Tonne)	15.7	15.5	13.3	10.8	10.9
Water Use					
Total Water Withdrawn - Groundwater (m <sup>3</sup> )	6,917,000	5,457,000	4,171,000	4,495,000	4,156,000
Total Water Withdrawn - Surface Water (m <sup>3</sup> )	0	0	0	0	46,000
Total Water Withdrawn - Precipitation Captured (m <sup>3</sup> )	2,131,000	3,336,000	2,136,000	2,284,000	2,264,000
Total Water Withdrawn - Third-Party Sources (Municipal water) (m <sup>3</sup> )	0	0	0	0	0
Total Fresh Water Withdrawn (m <sup>3</sup> )	9,048,000	8,793,000	6,307,000	6,779,000	6,466,000
Waste Water Withdrawn (m <sup>3</sup> )	0	0	0	0	0
Total Water Withdrawn - Salt/Brackish Water (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Total Water Withdrawn (m <sup>3</sup> )	9,048,000	8,794,000	6,307,000	6,779,000	6,466,000
Total Water Withdrawn From Water-Stressed Areas (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Total Other Water Withdrawn (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Net Changes in Water Storage (m <sup>3</sup> )	(827,000)	3,847,000	(121,000)	601,000	923,000
Total Water Discharged - Groundwater (m <sup>3</sup> )	0	0	0	0	0
Total Water Discharged - Surface Water (m <sup>3</sup> ) 24	8,570,000	995,000	762,000	745,000	441,000
Total Water Discharged To Fresh Water	0	n/r	n/r	n/r	n/r
Total Water Discharged To Other Water	0	n/r	n/r	n/r	n/r
Total Water Discharged (m <sup>3</sup> )	8,570,000	995,000	762,000	745,000	441,000
Total Water Consumed (m <sup>3</sup> ) 25	1,305,000	3,951,000	5,666,000	5,434,000	5,103,000
Water Consumed per Tonne of Ore Processed (Litres/Tonne)	49	141	173	128	132
Water Recycled/Reused (m <sup>3</sup> )	32,532,000	n/r	n/r	n/r	n/r
Recycled Water Percentage (% of Water Consumed)	78	89	86	87	85
Significant Materials Use					
Diesel Fuel (m <sup>3</sup> )	61,500	58,700	58,900	68,100	63,100
Heavy Fuel Oil (m <sup>3</sup> )	0	0	0	0	0
Cyanide (Tonnes as CN)	2,200	1,800	2,300	2,200	2,000
Lime (Tonnes)	12,800	8,100	10,100	12,800	10,200
Blasting Agents (Tonnes)	14,000	17,300	11,000	13,200	13,000

n/r = not reported



## Site Performance Data - Fort Knox, USA

	2019	2018	2017	2016	2015
<b>Environmental (continued)</b>					
Wastes					
Mineral Wastes					
Waste Rock Mined (Tonnes) <sup>26</sup>	48,008,000	39,221,000	28,481,000	27,433,000	32,450,000
Tailings Produced (Tonnes)	8,080,000	10,154,000	12,470,000	11,933,000	12,621,000
Non-Mineral Wastes					
Hazardous Waste Disposed On Site (Tonnes)	0	0	0	0	0
Hazardous Waste Disposed Off Site (Tonnes)	1	1	2	2	4
Hazardous Waste Incinerated On Site and Off Site (Tonnes)	0	n/r	n/r	n/r	n/r
Hazardous Waste Recycled On Site and Off Site (Tonnes)	0	n/r	n/r	n/r	n/r
Total Hazardous Waste (Tonnes)	1	1	2	2	4
Non-Hazardous Waste Disposed On Site (Tonnes)	597	661	592	798	606
Non-Hazardous Waste Disposed Off Site (Tonnes)	133	75	151	60	97
Non-Hazardous Waste Incinerated On Site and Off Site (Tonnes)	1	n/r	n/r	n/r	n/r
Non-Hazardous Waste Recycled On Site and Off Site (Tonnes)	1,599	n/r	n/r	n/r	n/r
Total Non-Hazardous Waste (Tonnes)	2,329	736	743	857	703
Recycled Wastes (Tonnes)	1,599	1,943	1,633	1,443	2,346
Land Status (100% basis)					
Total land disturbed and not yet reclaimed at beginning of reporting year (ha)	1,730	1,711	1,701	1,665	1,651
Disturbance during reporting year (ha)	31	19	10	36	14
Reclamation during reporting year (ha)	0	0	0	0	0
Total land disturbed and not yet reclaimed at end of reporting year (ha)	1,761	1,730	1,711	1,701	1,665
Protected Habitat (ha)	0	0	0	0	0

n/r = not reported



## Site Performance Data - Round Mountain, USA

(2016: 100% ownership: 2015: 50% ownership unless otherwise noted.)

	2019	2018	2017	2016	2015
<b>Operations</b>					
Mining Method: Open Pit					
Processing Method: Heap leach, carbon-in-leach (CIL), gravity					
Employees	887	861	804	809	875
Contractors	234	415	236	n/r	n/r
Ore Processed (Tonnes)	25,804,000	24,770,000	23,270,000	23,713,000	11,042,000
Attributable Gold Production (Gold equivalent ounces)	361,661	385,601	436,932	378,264	197,818
<b>Safety (100% basis)</b>					
Lost-time Injury Frequency Rate (per 200,000 hours worked)	0.16	0.25	0.30	0.09	0.08
Lost-time Injury Frequency Rate (employees)	0.21	n/r	n/r	n/r	n/r
Lost-time Injury Frequency Rate (contractors)	0.00	n/r	n/r	n/r	n/r
Fatal Injuries	0.00	0.00	0.00	0.00	0.00
Fatalities Due to Worker Health	0				
Total Reportable Injury Frequency Rate (per 200,000 hours worked)	0.55	0.59	0.41	0.47	0.66
Total Reportable Injury Frequency Rate (employees)	0.75	n/r	n/r	n/r	n/r
Total Reportable Injury Frequency Rate (contractors)	0.00	n/r	n/r	n/r	n/r
Occupation Illness Frequency Rate (per 200,000 hours worked)	0.00	0.00	0.00	0.00	n/r
Medical Treatment Injuries (employees)	5	n/r	n/r	n/r	n/r
Medical Treatment Injuries (contractors)	0	n/r	n/r	n/r	n/r
Near Miss Requency Rate (employees)	0.64	n/r	n/r	n/r	n/r
Near Miss Requency Rate (contractors)	0.91	n/r	n/r	n/r	n/r
Recordable Cases of Work-Related Ill Health	0	n/r	n/r	n/r	n/r
Total Tier 1 Process Safety Events (per 200,000 hours)	0	n/r	n/r	n/r	n/r
<b>Environmental</b>					
General (100% basis)					
Number of Regulatory Actions	0	0	0	0	0
Fines Paid (US\$)	0	0	0	0	0
Number of Major Spills	0	0	0	0	0
<b>Energy/Greenhouse Gas</b>					
Total Energy Consumption (Gigajoules)- non-renewable	2,886,000	n/r	n/r	n/r	n/r
Total Energy Consumption (Gigajoules) - renewable	131,000	n/r	n/r	n/r	n/r
Total Energy Consumption (Gigajoules)	3,017,000	2,867,000	2,667,000	2,753,000	1,296,000
Total Electricity Purchased - non renewable sources	663,000	n/r	n/r	n/r	n/r
Direct Energy Consumption (Gigajoules)	2,223,000	2,142,000	2,063,000	2,092,000	1,008,000
Indirect Energy Consumption (Gigajoules)	794,000	725,000	604,000	661,000	288,000
Consumption of Self-Generated Non-Renewable Fuel Energy	0	n/r	n/r	n/r	n/r
Energy Consumed per Tonne of Ore Processed (Megajoules/Tonne)	117	114	115	116	117
Greenhouse Gas Emissions (Scope 1) (Tonnes CO <sub>2</sub> e)	158,000	152,000	147,000	150,000	72,000
Greenhouse Gas Emissions (Scope 2) (Tonnes CO <sub>2</sub> e)	68,000	68,000	46,000	64,000	32,000
Greenhouse Gas Emissions (Scope 3) (Tonnes CO <sub>2</sub> e)	44,000	53,000	57,000	72,000	37,000
Greenhouse Gas Emissions (Scope 1 and 2) (Tonnes CO <sub>2</sub> e)	225,000	220,000	193,000	214,000	104,000
Greenhouse Gas Emissions (Scope 1 and 2) per Tonne of Ore Processed (Kilograms CO <sub>2</sub> e/Tonne)	8.7	8.8	8.3	9	9.4
<b>Water Use</b>					
Total Water Withdrawn - Groundwater (m <sup>3</sup> )	16,347,000	11,210,000	9,890,000	10,395,000	4,906,000
Total Water Withdrawn - Surface Water (m <sup>3</sup> )	0	0	0	0	0
Total Water Withdrawn - Precipitation Captured (m <sup>3</sup> )	802,000	856,000	1,109,000	473,000	390,000
Total Water Withdrawn - Third-Party Sources (Municipal water) (m <sup>3</sup> )	0	0	0	0	0
Total Fresh Water Withdrawn (m <sup>3</sup> )	17,149,000	12,066,000	10,999,000	10,868,000	5,296,000
Waste Water Withdrawn (m <sup>3</sup> )	0	0	0	0	0
Total Water Withdrawn - Salt/Brackish Water (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Total Water Withdrawn (m <sup>3</sup> )	17,149,000	12,066,000	10,999,000	21,736,000	10,592,000
Total Water Withdrawn From Water-Stressed Areas (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Total Other Water Withdrawn (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Net Changes in Water Storage (m <sup>3</sup> )	(1,137)	(250)	2,000	(3,165)	(7,703)
Total Water Discharged - Groundwater (m <sup>3</sup> )	11,200,000	5,074,000	4,221,000	4,630,000	1,954,000
Total Water Discharged - Surface Water (m <sup>3</sup> )	0	0	0	0	0
Total Water Discharged To Fresh Water (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Total Water Discharged To Other Water (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Total Water Discharged (m <sup>3</sup> )	11,200,000	5,074,000	4,221,000	4,630,000	1,954,000
Total Water Consumed (m <sup>3</sup> )	5,949,000	6,992,000	6,776,000	6,241,000	5,103,000
Water Consumed per Tonne of Ore Processed (Litres/Tonne)	231	282	253	263	303
Water Recycled/Reused (m <sup>3</sup> )	84,496,000	n/r	n/r	n/r	n/r
Recycled Water Percentage (% of Water Consumed)	83	90	90	90	84
<b>Significant Materials Use</b>					
Diesel Fuel (m <sup>3</sup> )	55,200	53,300	50,700	52,300	25,500
Heavy Fuel Oil (m <sup>3</sup> )	0	0	0	0	0
Cyanide (Tonnes as CN)	17,900	16,100	16,200	15,700	8,200
Lime (Tonnes)	36,800	49,000	54,000	87,000	37,900
Blasting Agents (Tonnes)	6,000	5,500	10,400	14,400	7,500

n/r = not reported



## Site Performance Data - Round Mountain, USA

(2016: 100% ownership; 2015: 50% ownership unless otherwise noted.)

	2019	2018	2017	2016	2015
<b>Environmental (continued)</b>					
Wastes					
Mineral Wastes					
Waste Rock Mined (Tonnes)	63,195,000	54,806,000	25,574,000	32,316,000	18,109,000
Tailings Produced (Tonnes)	3,641,000	3,652,000	3,659,000	3,682,000	1,352,000
Non-Mineral Wastes					
Hazardous Waste Disposed On Site (Tonnes)	0	0	0	0	0
Hazardous Waste Disposed Off Site (Tonnes)	11	7	3	1	2
Hazardous Waste Incinerated On Site and Off Site (Tonnes)	11	n/r	n/r	n/r	n/r
Hazardous Waste Recycled On Site and Off Site (Tonnes)	0	n/r	n/r	n/r	n/r
Total Hazardous Waste (Tonnes)	11	7	3	1	2
Non-Hazardous Waste Disposed On Site (Tonnes)	2,938	3,705	3,817	3,628	3,265
Non-Hazardous Waste Disposed Off Site (Tonnes)	18	18	31	28	23
Non-Hazardous Waste Incinerated On Site and Off Site (Tonnes)	0	n/r	n/r	n/r	n/r
Non-Hazardous Waste Recycled On Site and Off Site (Tonnes)	5,283	n/r	n/r	n/r	n/r
Total Non-Hazardous Waste (Tonnes)	8,239	3,723	3,848	3,656	3,288
Recycled Wastes (Tonnes)	5,283	1,048	1,328	1,013	1,334
Land Status (100% basis)					
Total land disturbed and not yet reclaimed at beginning of reporting year (ha)	3,469	3,354	3,286	3,286	3,092
Disturbance during reporting year (ha)	167	218	68	0	194
Reclamation during reporting year (ha)	0	0	0	0	0
Total land disturbed and not yet reclaimed at end of reporting year (ha)	3,636	3,572	3,354	3,286	3,286
Protected Habitat (ha)	0	0	0	0	0

n/r = not reported





## Site Performance Data - Bald Mountain, USA

	2019	2018	2017	2016
<b>Operations</b>				
Mining Method: Open Pit				
Processing Method: Heap leach				
Employees	607	578	547	543
Contractors	191	499	158	n/r
Ore Processed (Tonnes)	16,475,000	23,654,000	21,615,000	10,656,000
Attributable Gold Production (Gold equivalent ounces)	187,961	284,646	282,715	130,144
<b>Safety</b>				
Lost-time Injury Frequency Rate (per 200,000 hours worked)	0.54	0.25	0.00	0.00
Lost-time Injury Frequency Rate (employees)	0.81	n/r	n/r	n/r
Lost-time Injury Frequency Rate (contractors)	0.00	n/r	n/r	n/r
Fatal Injuries	0	0	0	0
Fatalities Due to Worker Health	0	n/r	n/r	n/r
Total Reportable Injury Frequency Rate (per 200,000 hours worked)	0.86	0.49	0.91	1.00
Total Reportable Injury Frequency Rate (employees)	1.29	n/r	n/r	n/r
Total Reportable Injury Frequency Rate (contractors)	0.00	n/r	n/r	n/r
Occupation Illness Frequency Rate (per 200,000 hours worked)	0.00	0.00	0.00	0.00
Medical Treatment Injuries (employees)	3	n/r	n/r	n/r
Medical Treatment Injuries (contractors)	0	n/r	n/r	n/r
Near Miss Requery Rate (employees)	0.16	n/r	n/r	n/r
Near Miss Requery Rate (contractors)	1.28	n/r	n/r	n/r
Recordable Cases of Work-Related Ill Health	0	n/r	n/r	n/r
Total Tier 1 Process Safety Events (per 200,000 hours)	0	n/r	n/r	n/r
<b>Environmental</b>				
<b>General</b>				
Number of Regulatory Actions	0	0	0	0
Fines Paid (US\$)	0	0	0	0
Number of Major Spills	0	0	0	0
<b>Energy/Greenhouse Gas</b>				
Total Energy Consumption (Gigajoules)- non-renewable	1,712,000	n/r	n/r	n/r
Total Energy Consumption (Gigajoules) - renewable	36,900	n/r	n/r	n/r
Total Energy Consumption (Gigajoules)	1,749,000	1,798,000	2,178,000	1,792,000
Total Electricity Purchased - non renewable sources	117,000	n/r	n/r	n/r
Direct Energy Consumption (Gigajoules)	1,596,000	1,673,000	2,053,000	1,678,000
Indirect Energy Consumption (Gigajoules)	154,000	124,100	125,000	114,000
Consumption of Self-Generated Non-Renewable Fuel Energy	0	n/r	n/r	n/r
Energy Consumed per Tonne of Ore Processed (Megajoules/Tonne)	106	76	101	168
Greenhouse Gas Emissions (Scope 1) (Tonnes CO <sub>2</sub> e)	115,000	121,000	146,000	121,000
Greenhouse Gas Emissions (Scope 2) (Tonnes CO <sub>2</sub> e)	52,000	12,000	9,500	11,000
Greenhouse Gas Emissions (Scope 3) (Tonnes CO <sub>2</sub> e)	20,000	20,000	23,000	7,000
Greenhouse Gas Emissions (Scope 1 and 2) (Tonnes CO <sub>2</sub> e)	168,000	133,000	156,000	132,000
Greenhouse Gas Emissions (Scope 1 and 2) per Tonne of Ore Processed (Kilograms CO <sub>2</sub> e/Tonne)	10.2	5.6	7.2	12
<b>Water Use</b>				
Total Water Withdrawn - Groundwater (m <sup>3</sup> )	1,108,000	1,510,000	748,000	785,000
Total Water Withdrawn - Surface Water (m <sup>3</sup> )	0	0	0	0
Total Water Withdrawn - Precipitation Captured (m <sup>3</sup> )	57,100	25,800	34,600	44,000
Total Water Withdrawn - Third-Party Sources (Municipal water) (m <sup>3</sup> )	0	0	0	0
Total Fresh Water Withdrawn (m <sup>3</sup> )	1,165,100	1,535,800	782,600	829,000
Waste Water Withdrawn (m <sup>3</sup> )	0	0	0	0
Total Water Withdrawn - Salt/Brackish Water (m <sup>3</sup> )	0	0	0	0
Total Water Withdrawn (m <sup>3</sup> ) <sup>27</sup>	1,165,100	1,536,000	783,000	1,658,000
Total Water Withdrawn From Water-Stressed Areas (m <sup>3</sup> ) <sup>28</sup>	216,000	n/r	n/r	n/r
Total Other Water Withdrawn (m <sup>3</sup> )	0	n/r	n/r	n/r
Net Changes in Water Storage (m <sup>3</sup> )	118,000	195,000	(33,100)	(29,700)
Total Water Discharged - Groundwater (m <sup>3</sup> )	0	0	0	0
Total Water Discharged - Surface Water (m <sup>3</sup> )	0	0	0	0
Total Water Discharged To Fresh Water (m <sup>3</sup> )	0	n/r	n/r	n/r
Total Water Discharged To Other Water (m <sup>3</sup> )	0	n/r	n/r	n/r
Total Water Discharged (m <sup>3</sup> )	0	0	0	0
Total Water Consumed (m <sup>3</sup> )	1,047,000	1,341,000	816,000	858,000
Water Consumed per Tonne of Ore Processed (Litres/Tonne)	64	57	38	81
Water Recycled/Reused (m <sup>3</sup> )	46,450,000	n/r	n/r	n/r
Recycled Water Percentage (% of Water Consumed)	98	96	99	98
<b>Significant Materials Use</b>				
Diesel Fuel (m <sup>3</sup> )	40,600	43,000	52,700	43,300
Heavy Fuel Oil (m <sup>3</sup> )	0	0	0	0
Cyanide (Tonnes as CN)	4,500	3,600	5,100	3,600
Lime (Tonnes)	22,700	21,500	23,600	4,300
Blasting Agents (Tonnes)	14,600	13,400	10,600	14,500

n/r = not reported



## Site Performance Data - Bald Mountain, USA

	2019	2018	2017	2016
<b>Environmental (continued)</b>				
Wastes				
Mineral Wastes				
Waste Rock Mined (Tonnes)	55,892,000	43,686,000	45,699,000	71,723,000
Tailings Produced (Tonnes)	0	0	0	0
Non-Mineral Wastes				
Hazardous Waste Disposed On Site (Tonnes)	0	0	0	0
Hazardous Waste Disposed Off Site (Tonnes)	133	252	22	13
Hazardous Waste Incinerated On Site and Off Site (Tonnes)	1	n/r	n/r	n/r
Hazardous Waste Recycled On Site and Off Site (Tonnes)	0	n/r	n/r	n/r
Total Hazardous Waste (Tonnes)	134	252	22	13
Non-Hazardous Waste Disposed On Site (Tonnes)	5,931	0	0	0
Non-Hazardous Waste Disposed Off Site (Tonnes)	3	7	6	4
Non-Hazardous Waste Incinerated On Site and Off Site (Tonnes)	0	n/r	n/r	n/r
Non-Hazardous Waste Recycled On Site and Off Site (Tonnes)	144	n/r	n/r	n/r
Total Non-Hazardous Waste (Tonnes) <sup>29</sup>	6,079	7	6	4
Recycled Wastes (Tonnes)	144	459	831	1,007
Land Status (100% basis)				
Total land disturbed and not yet reclaimed at beginning of reporting year (ha)	2,498	2,059	1,816	1,855
Disturbance during reporting year (ha)	119	439	243	62
Reclamation during reporting year (ha)	146	24	-	101
Total land disturbed and not yet reclaimed at end of reporting year (ha)	2,471	2,498	2,059	1,816
Protected Habitat (ha)	0	0	0	0

n/r = not reported



## Site Performance Data - Paracatu, Brazil

	2019	2018	2017	2016	2015
<b>Operations</b>					
Mining Method: Open Pit					
Processing Method: Flotation, carbon-in-leach, gravity					
Employees	1,616	1,701	1,632	1,519	1,461
Contractors	2,385	2,023	1,934	n/r	n/r
Ore Processed (Tonnes)	57,622,000	54,141,000	37,623,000	46,816,000	45,277,000
Attributable Gold Production (Gold equivalent ounces)	619,553	521,575	359,959	483,014	477,662
<b>Safety</b>					
Lost-time Injury Frequency Rate (per 200,000 hours worked)	0.13	0.07	0.03	0.17	0.030
Lost-time Injury Frequency Rate (employees)	0.11	n/r	n/r	n/r	n/r
Lost-time Injury Frequency Rate (contractors)	0.15	n/r	n/r	n/r	n/r
Fatal Injuries	0	0	0	0	0
Fatalities Due to Worker Health	0	n/r	n/r	n/r	n/r
Total Reportable Injury Frequency Rate (per 200,000 hours worked)	0.31	0.24	0.18	0.48	0.20
Total Reportable Injury Frequency Rate (employees)	0.28	n/r	n/r	n/r	n/r
Total Reportable Injury Frequency Rate (contractors)	0.29	n/r	n/r	n/r	n/r
Occupation Illness Frequency Rate (per 200,000 hours worked)	0.00	0.00	0.00	0.00	n/r
Medical Treatment Injuries (employee)	3	n/r	n/r	n/r	n/r
Medical Treatment Injuries (contractor)	4	n/r	n/r	n/r	n/r
Near Miss Requency Rate (employee)	0.17	n/r	n/r	n/r	n/r
Near Miss Requency Rate (contractor)	0.15	n/r	n/r	n/r	n/r
Recordable Cases of Work-Realated Ill Health	0	n/r	n/r	n/r	n/r
Total Tier 1 Process Safety Events (per 200,000 hours)	2	n/r	n/r	n/r	n/r
<b>Environmental</b>					
General					
Number of Regulatory Actions	0	2	2	0	3
Fines Paid (US\$)	0	43,849	43,548	0	7,600
Number of Major Spills	0	0	0	0	0
Energy/Greenhouse Gas					
Total Energy Consumption (Gigajoules)- non-renewable	2,802,000	n/r	n/r	n/r	n/r
Total Energy Consumption (Gigajoules) - renewable	2,682,000	n/r	n/r	n/r	n/r
Total Energy Consumption (Gigajoules)	5,484,000	5,721,000	3,848,000	4,743,000	4,544,000
Total Electricity Purchased - non renewable sources	1,257,000	n/r	n/r	n/r	n/r
Direct Energy Consumption (Gigajoules)	1,546,000	1,621,000	978,000	1,053,000	940,000
Indirect Energy Consumption (Gigajoules)	3,939,000	4,100,000	2,870,000	3,690,000	3,604,000
Consumption of Self-Generated Non-Renewable Fuel Energy	0	n/r	n/r	n/r	n/r
Energy Consumed per Tonne of Ore Processed (Megajoules/Tonne)	95	106	102	101	100
Greenhouse Gas Emissions (Scope 1) (Tonnes CO <sub>2</sub> e)	114,000	118,000	72,000	78,000	69,000
Greenhouse Gas Emissions (Scope 2) (Tonnes CO <sub>2</sub> e)	107,000	186,000	158,000	203,000	241,000
Greenhouse Gas Emissions (Scope 3) (Tonnes CO <sub>2</sub> e)	19,000	15,000	36,000	16,000	20,000
Greenhouse Gas Emissions (Scope 1 and 2) (Tonnes CO <sub>2</sub> e)	221,000	304,000	229,000	280,000	310,000
Greenhouse Gas Emissions (Scope 1 and 2) per Tonne of Ore Processed (Kilograms CO <sub>2</sub> e/Tonne)	3.8	5.6	6.1	6	6.8
Water Use					
Total Water Withdrawn - Groundwater (m <sup>3</sup> ) <sup>30</sup>	11,908,000	8,684,000	2,902,000	196,000	0
Total Water Withdrawn - Surface Water (m <sup>3</sup> )	13,559,000	15,296,000	13,309,000	17,095,000	11,771,000
Total Water Withdrawn - Precipitation Captured (m <sup>3</sup> )	18,971,000	26,686,000	22,520,000	21,827,000	19,695,000
Total Water Withdrawn - Third-Party Sources (Municipal water) (m <sup>3</sup> )	88,000	131,000	128,000	0	0
Total Fresh Water Withdrawn (m <sup>3</sup> )	44,526,000	50,797,000	38,859,000	39,118,000	31,466,000
Waste Water Withdrawn (m <sup>3</sup> )	0	0	0	0	0
Total Water Withdrawn - Salt/Brackish Water (m <sup>3</sup> )	0	0	0	0	0
Total Water Withdrawn (m <sup>3</sup> )	44,526,000	50,797,000	38,859,000	78,236,000	62,932,000
Total Water Withdrawn From Water-Stressed Areas (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Total Other Water Withdrawn (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Net Changes in Water Storage (m <sup>3</sup> )	321,000	5,622,000	1,115,000	523,000	(9,380,000)
Total Water Discharged - Groundwater (m <sup>3</sup> )	0	0	0	0	0
Total Water Discharged - Surface Water (m <sup>3</sup> )	0	3,754,000	2,736,000	3,344,000	4,108,000
Total Water Discharged To Fresh Water (m <sup>3</sup> )	3,216,000	n/r	n/r	n/r	n/r
Total Water Discharged To Other Water (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Total Water Discharged (m <sup>3</sup> )	3,216,000	3,754,000	2,736,000	3,344,000	4,108,000
Total Water Consumed (m <sup>3</sup> )	40,989,000	41,421,000	35,007,000	35,250,000	37,738,000
Water Consumed per Tonne of Ore Processed (Litres/Tonne) <sup>31</sup>	711	765	930	753	811
Water Recycled/Reused (Volumes)	72,885,000	n/r	n/r	n/r	n/r
Recycled Water Percentage (% of Water Consumed)	62	66	59	65	58
Significant Materials Use					
Diesel Fuel (m <sup>3</sup> )	40,600	42,600	25,600	31,300	24,900
Heavy Fuel Oil (m <sup>3</sup> )	0	0	0	0	0
Cyanide (Tonnes as CN)	3,100	3,000	2,200	2,900	2,600
Lime (Tonnes)	4,200	3,100	2,800	3,600	3,400
Blasting Agents (Tonnes)	25,000	18,400	13,600	18,300	14,400

n/r = not reported



## Site Performance Data - Paracatu, Brazil

	2019	2018	2017	2016	2015
<b>Environmental (continued)</b>					
Wastes					
Mineral Wastes					
Waste Rock Mined (Tonnes)	28,164,000	26,435,000	18,860,000	13,604,000	10,097,000
Tailings Produced (Tonnes)	57,621,000	54,141,000	37,623,000	46,816,000	45,277,000
Non-Mineral Wastes					
Hazardous Waste Disposed On Site (Tonnes)	919	0	0	0	0
Hazardous Waste Disposed Off Site (Tonnes)	1,116	358	357	427	289
Hazardous Waste Incinerated On Site and Off Site (Tonnes)	0	n/r	n/r	n/r	n/r
Hazardous Waste Recycled On Site and Off Site (Tonnes)	2,026	n/r	n/r	n/r	n/r
Total Hazardous Waste (Tonnes)	2,035	358	357	427	289
Non-Hazardous Waste Disposed On Site (Tonnes)	945	302	295	313	612
Non-Hazardous Waste Disposed Off Site (Tonnes)	728	413	146	336	0
Non-Hazardous Waste Incinerated On Site and Off Site (Tonnes)	0	n/r	n/r	n/r	n/r
Non-Hazardous Waste Recycled On Site and Off Site (Tonnes)	3,733	n/r	n/r	n/r	n/r
Total Non-Hazardous Waste (Tonnes) <sup>32</sup>	5,406	715	441	649	612
Recycled Wastes (Tonnes)	5,759	5,311	7,038	7,700	5,615
Land Status					
Total land disturbed and not yet reclaimed at beginning of reporting year (ha)	3,511	3,486	3,413 <sup>21</sup>	3,153	2,178
Disturbance during reporting year (ha)	152	153	153	335	200
Reclamation during reporting year (ha)	249	127	80	75	31
Total land disturbed and not yet reclaimed at end of reporting year (ha)	3,414	3,511	3,486	3,413	2,347
Protected Habitat (ha)	4,434	4,434	4,034	4,034	4,034

n/r = not reported





## Site Performance Data - Maricunga, Chile

	2019	2018	2017	2016	2015
<b>Operations:</b>					
Mining Method: Open Pit					
Processing Method: Heap Leach					
Employees	71	169	177	210	689
Contractors	295	542	422	n/r	n/r
Ore Processed (Tonnes)	0	0	0	6,508,000	12,790,000
Attributable Gold Production (Gold equivalent ounces)	38,601	60,066	91,127	175,532	212,155
<b>Safety</b>					
Lost-time Injury Frequency Rate (per 200,000 hours worked)	0.00	0.00	0.00	0.00	0.00
Lost-time Injury Frequency Rate (employees)	0.00	n/r	n/r	n/r	n/r
Lost-time Injury Frequency Rate (contractors)	0.00	n/r	n/r	n/r	n/r
Fatal Injuries	0	0.00	0.00	0.00	0.00
Fatalities Due to Worker Health	0	n/r	n/r	n/r	n/r
Total Reportable Injury Frequency Rate (per 200,000 hours worked)	0.00	0.00	0.00	0.00	0.42
Total Reportable Injury Frequency Rate (employees)	0.00	n/r	n/r	n/r	n/r
Total Reportable Injury Frequency Rate (contractors)	0.48	n/r	n/r	n/r	n/r
Occupation Illness Frequency Rate (per 200,000 hours worked)	0	0	0	0	n/r
Medical Treatment Injuries (employees)	0	n/r	n/r	n/r	n/r
Medical Treatment Injuries (contractors)	0	n/r	n/r	n/r	n/r
Near Miss Requency Rate (employees)	0	n/r	n/r	n/r	n/r
Near Miss Requency Rate (contractors)	0	n/r	n/r	n/r	n/r
Recordable Cases of Work-Related Ill Health	0	n/r	n/r	n/r	n/r
Total Tier 1 Process Safety Events (per 200,000 hours)	0	n/r	n/r	n/r	n/r
<b>Environmental</b>					
General					
Number of Regulatory Actions	0	0	0	0	1
Fines Paid (US\$)	0	35,000	0	0	0
Number of Major Spills	0	0	1	0	0
Energy/Greenhouse Gas					
Total Energy Consumption (Gigajoules)- non-renewable	180,000	n/r	n/r	n/r	n/r
Total Energy Consumption (Gigajoules) - renewable	0	n/r	n/r	n/r	n/r
Total Energy Consumption (Gigajoules)	180,000	234,000	319,000	750,000	1,236,000
Total Electricity Purchased - non renewable sources	107,000	n/r	n/r	n/r	n/r
Direct Energy Consumption (Gigajoules)	73,000	87,800	130,000	436,000	1,008,000
Indirect Energy Consumption (Gigajoules)	107,000	146,000	189,000	314,000	228,000
Consumption of Self-Generated Non-Renewable Fuel Energy	0	n/r	n/r	n/r	n/r
Energy Consumed per Tonne of Ore Processed (Megajoules/Tonne)	n/a	n/a	n/a	115	97
Greenhouse Gas Emissions (Scope 1) (Tonnes CO <sub>2</sub> e)	5,000	6,000	9,000	31,000	72,000
Greenhouse Gas Emissions (Scope 2) (Tonnes CO <sub>2</sub> e)	13,000	18,000	23,000	38,000	28,000
Greenhouse Gas Emissions (Scope 3) (Tonnes CO <sub>2</sub> e)	757	2,000	2,100	39,200	80,100
Greenhouse Gas Emissions (Scope 1 and 2) (Tonnes CO <sub>2</sub> e)	18,000	24,000	32,000	69,000	99,000
Greenhouse Gas Emissions (Scope 1 and 2) per Tonne of Ore Processed (Kilograms CO <sub>2</sub> e/Tonne)	n/a	n/a	n/a	11	8
Water Use					
Total Water Withdrawn - Groundwater (m <sup>3</sup> )	216,000	288,000	486,000	1,275,000	1,911,000
Total Water Withdrawn - Surface Water (m <sup>3</sup> )	0	0	0	0	0
Total Water Withdrawn - Precipitation Captured (m <sup>3</sup> )	0	0	0	0	0
Total Water Withdrawn - Third-Party Sources (Municipal water) (m <sup>3</sup> )	0	0	0	0	0
Total Fresh Water Withdrawn (m <sup>3</sup> )	216,000	288,000	486,000	1,275,000	1,911,000
Waste Water Withdrawn (m <sup>3</sup> )	0	0	0	0	0
Total Water Withdrawn - Salt/Brackish Water (m <sup>3</sup> )	0	0	0	0	0
Total Water Withdrawn (m <sup>3</sup> )	216,000	576,000	486,000	2,550,000	3,822,000
Total Water Withdrawn From Water-Stressed Areas (m <sup>3</sup> )	216,000	n/r	n/r	n/r	n/r
Total Other Water Withdrawn (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Net Changes in Water Storage (m <sup>3</sup> )	0	46,500	14,400	14,400	37,600
Total Water Discharged - Groundwater (m <sup>3</sup> )	0	0	0	0	54,000
Total Water Discharged - Surface Water (m <sup>3</sup> )	0	0	0	20,000	67,000
Total Water Discharged To Fresh Water (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Total Water Discharged To Other Water (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Total Water Discharged (m <sup>3</sup> )	0	0	0	20,000	121,000
Total Water Consumed (m <sup>3</sup> )	216,000	242,000	471,000	1,240,000	1,752,000
Water Consumed per Tonne of Ore Processed (Litres/Tonne)	n/r	n/r	n/r	191	137
Water Recycled/Reused (Volumes)	6,457	n/r	n/r	n/r	n/r
Recycled Water Percentage (% of Water Consumed)	3	98	98	62	92
Significant Materials Use					
Diesel Fuel (m <sup>3</sup> )	1,300	1,600	2,500	10,300	24,500
Heavy Fuel Oil (m <sup>3</sup> )	0	0	0	0	0
Cyanide (Tonnes as CN)	n/a	n/a	n/a	6,300	11,500
Lime (Tonnes)	1,100	2,700	2,800	44,100	91,900
Blasting Agents (Tonnes)	0	0	0	2,100	4,100

n/r = not reported



## Site Performance Data - Maricunga, Chile

	2019	2018	2017	2016	2015
<b>Environmental (continued)</b>					
Wastes					
Mineral Wastes					
Waste Rock Mined (Tonnes)	0	0	0	2,629,000	7,851,000
Tailings Produced (Tonnes)	0	0	0	0	0
Non-Mineral Wastes					
Hazardous Waste Disposed On Site (Tonnes)	0	0	0	479	345
Hazardous Waste Disposed Off Site (Tonnes)	223	94	18	139	212
Hazardous Waste Incinerated On Site and Off Site (Tonnes)	77	n/r	n/r	n/r	n/r
Hazardous Waste Recycled On Site and Off Site (Tonnes)	0	n/r	n/r	n/r	n/r
Total Hazardous Waste (Tonnes)	300	94	18	618	557
Non-Hazardous Waste Disposed On Site (Tonnes)	1,751	2,296	2,059	2,036	2,313
Non-Hazardous Waste Disposed Off Site (Tonnes)	0	45	18	93	161
Non-Hazardous Waste Incinerated On Site and Off Site (Tonnes)	0	n/r	n/r	n/r	n/r
Non-Hazardous Waste Recycled On Site and Off Site (Tonnes)	74	n/r	n/r	n/r	n/r
Total Non-Hazardous Waste (Tonnes)	1,825	2,342	2,077	n/r	n/r
Recycled Wastes (Tonnes)	74	204	2,172	109	365
Land Status					
Total land disturbed and not yet reclaimed at beginning of reporting year (ha)	0	972	972	971	968
Disturbance during reporting year (ha)	0	0	0	1	3
Reclamation during reporting year (ha)	0	0	0	0	0
Total land disturbed and not yet reclaimed at end of reporting year (ha)	0	972	972	972	971
Protected Habitat (ha)	0	17	17	17	17

n/r = not reported



## Site Performance Data - Kupol and Dvoinoye, Russia

	2019	2018	2017	2016	2015
<b>Operations</b>					
Kupol and Dvoinoye					
Mining Method: Underground					
Processing Method: Merrill-Crowe					
Employees <sup>34</sup>	2,225	2,186	2,372	1,919	2,187
Contractors	309	256	272	n/r	n/r
Ore Processed (Tonnes)	1,723,000	1,721,000	1,733,000	1,710,000	1,680,000
Attributable Gold Production (Gold equivalent ounces)	527,344	489,947	580,451	734,143	758,563
<b>Safety</b>					
Lost-time Injury Frequency Rate (per 200,000 hours worked) - Kupol	0.00	0.06	0.16	0.10	0.17
Kupol (employees)	0.00	n/r	n/r	n/r	n/r
Kupol (contractors)	0.00	n/r	n/r	n/r	n/r
Lost-time Injury Frequency Rate (per 200,000 hours worked) - Dvoinoye	0.28	0.00	0.00	0.00	0.00
Dvoinoye (employees)	0.40	n/r	n/r	n/r	n/r
Dvoinoye (contractors)	0.00	n/r	n/r	n/r	n/r
Fatal Injuries					
Kupol	0	0	1	0	0
Dvoinoye	0	0	0	0	0
Fatalities Due to Worker Health					
Kupol	0	n/r	n/r	n/r	n/r
Dvoinoye	0	n/r	n/r	n/r	n/r
Total Reportable Injury Frequency Rate (per 200,000 hours worked) - Kupol	0.18	0.22	0.32	0.21	0.17
Kupol (employees)	0.23	n/r	n/r	n/r	n/r
Kupol (contractors)	0.00	n/r	n/r	n/r	n/r
Total Reportable Injury Frequency Rate (per 200,000 hours worked) - Dvoinoye	0.42	0.15	0.00	0.00	0.29
Dvoinoye (employees)	0.40	n/r	n/r	n/r	n/r
Dvoinoye (contractors)	0.46	n/r	n/r	n/r	n/r
Occupation Illness Frequency Rate (per 200,000 hours worked)					
Kupol	0.00	0.00	0.00	0.00	n/r
Dvoinoye	0.00	0.00	0.00	0.00	n/r
Medical Treatment Injuries (employees)					
Kupol	3	n/r	n/r	n/r	n/r
Dvoinoye	0	n/r	n/r	n/r	n/r
Medical Treatment Injuries (contractors)					
Kupol	0	n/r	n/r	n/r	n/r
Dvoinoye	1	n/r	n/r	n/r	n/r
Near Miss Frequency Rate (employees)					
Kupol	0.15	n/r	n/r	n/r	n/r
Dvoinoye	0.00	n/r	n/r	n/r	n/r
Near Miss Frequency Rate (contractors)					
Kupol	0.25	n/r	n/r	n/r	n/r
Dvoinoye	0.00	n/r	n/r	n/r	n/r
Recordable Cases of Work-Related Ill Health					
Kupol	0.00	n/r	n/r	n/r	n/r
Dvoinoye	0.00	n/r	n/r	n/r	n/r
Tier 1 Process Safety Events (#)					
Kupol	0.00	n/r	n/r	n/r	n/r
Dvoinoye	0.00	n/r	n/r	n/r	n/r
<b>Environmental</b>					
<b>General</b>					
Number of Regulatory Actions					
Kupol	0	0	0	0	0
Dvoinoye	0	0	0	0	0
Fines Paid (US\$)					
Kupol	0	0	0	0	0
Dvoinoye	0	0	0	0	0
Number of Major Spills					
Kupol	0	0	0	0	0
Dvoinoye	0	0	0	0	0
<b>Energy/Greenhouse Gas</b>					
Kupol and Dvoinoye <sup>35</sup>					
Total Energy Consumption (Gigajoules)- non-renewable	2,504,000	n/r	n/r	n/r	n/r
Total Energy Consumption (Gigajoules) - renewable	0	n/r	n/r	n/r	n/r
Total Energy Consumption (Gigajoules)	2,504,000	2,594,000	2,545,000	2,393,000	2,264,000
Total Electricity Purchased - non renewable sources	0	n/r	n/r	n/r	n/r
Direct Energy Consumption (Gigajoules)	2,504,000	2,594,000	2,545,000	2,393,000	2,264,000
Indirect Energy Consumption (Gigajoules)	0	0	0	0	0
Consumption of Self-Generated Non-Renewable Fuel Energy	536,000	n/r	n/r	n/r	n/r
Energy Consumed per Tonne of Ore Processed (Megajoules/Tonne)	1,453	1,507	1,468	1,400	1,347
Greenhouse Gas Emissions (Scope 1) (Tonnes CO <sub>2</sub> e)	178,000	184,000	181,000	170,000	161,000
Greenhouse Gas Emissions (Scope 2) (Tonnes CO <sub>2</sub> e)	0	0.00	0.00	0.00	0.00
Greenhouse Gas Emissions (Scope 3) (Tonnes CO <sub>2</sub> e)	6,700	7,100	8,000	5,500	7,300
Greenhouse Gas Emissions (Scope 1 and 2) (Tonnes CO <sub>2</sub> e)	178,000	183,900	181,000	170,000	160,000
Greenhouse Gas Emissions (Scope 1 and 2) per Tonne of Ore Processed (Kilograms CO <sub>2</sub> e/Tonne)	103.0	106.9	104.2	99.2	95.5



## Site Performance Data - Kupol and Dvoinoye, Russia

	2019	2018	2017	2016	2015
<b>Environmental (continued)</b>					
Water Use					
Total Water Withdrawn - Groundwater (m3)					
Kupol	60,000	75,000	261,000	214,000	17,000
Dvoinoye	69,000	85,000	73,000	64,000	29,000
Total Water Withdrawn - Surface Water (m3)					
Kupol	108,000	142,000	147,000	122,000	138,000
Dvoinoye	0	0	2,000	2,000	43,000
Total Water Withdrawn - Precipitation Captured (m3)					
Kupol	353,000	719,000	586,000	524,000	608,000
Dvoinoye	2,300	2,300	2,000	0	0
Total Water Withdrawn - Third-Party Sources (Municipal water) (m3)					
Kupol	0	0	0	0	0
Dvoinoye	0	0	0	0	0
Total Fresh Water Withdrawn (m3)					
Kupol	521,000	936,000	994,000	860,000	763,000
Dvoinoye	71,300	87,300	77,000	66,000	72,000
Waste Water Withdrawn (m3)					
Kupol	0	0	0	n/r	n/r
Dvoinoye	0	0	0	n/r	n/r
Total Water Withdrawn - Salt Water/Brackish (m3)					
Kupol	0	154,000	n/r	n/r	n/r
Dvoinoye	0	0	n/r	n/r	n/r
Total Water Withdrawn (m3)					
Kupol	521,000	1,090,000	995,000	860,000	763,000
Dvoinoye	71,300	87,000	77,000	66,000	72,000
Total Water Withdrawn From Water-Stressed Areas (m3)					
Kupol	0	n/r	n/r	n/r	n/r
Dvoinoye	0	n/r	n/r	n/r	n/r
Total Other Water Withdrawn (m3)					
Kupol	0	n/r	n/r	n/r	n/r
Dvoinoye	0	n/r	n/r	n/r	n/r
Net Changes in Water Storage (m3)					
Kupol	0	80,000	(365,000)	(639,000)	25,000
Dvoinoye	0	0	0	0	0
Total Water Discharged - Groundwater (m3)					
Kupol	0	0	0	0	0
Dvoinoye	0	0	0	0	0
Total Water Discharged - Surface Water (m3)					
Kupol	472,000	562,000	354,000	354,000	1,900
Dvoinoye	55,000	72,000	64,000	59,000	62,000
Total Water Discharged To Fresh Water (m3)					
Kupol	0	n/r	n/r	n/r	n/r
Dvoinoye	0	n/r	n/r	n/r	n/r
Total Water Discharged To Other Water (m3)					
Kupol	0	n/r	n/r	n/r	n/r
Dvoinoye	0	n/r	n/r	n/r	n/r
Total Water Discharged (m3) <sup>36</sup>					
Kupol	472,000	562,000	354,000	354,000	1,900
Dvoinoye	55,000	72,000	64,000	59,000	62,000
Total Water Consumed (m3) <sup>37</sup>					
Kupol and Dvoinoye	66,000	463,000	1,019,000	1,151,000	747,000
Water Consumed per Tonne of Ore Processed (Litres/Tonne) <sup>38</sup>					
Kupol and Dvoinoye	38	269	588	673	445
Water Recycled/Reused (Volumes)					
Kupol and Dvoinoye	1,871,000	n/r	n/r	n/r	n/r
Recycled Water Percentage (% of Water Consumed)					
Kupol and Dvoinoye	78	80	66	61	70
Significant Materials Use					
Kupol and Dvoinoye <sup>39</sup>					
Diesel Fuel (m3)	63,800	66,100	65,300	60,900	58,000
Heavy Fuel Oil (m3)	0	0	0	0	0
Cyanide (Tonnes as CN)	2,000	1,900	2,000	1,900	1,900
Lime (Tonnes)	6,700	6,900	8,100	4,800	7,100
Blasting Agents (Tonnes)	2,400	2,900	3,200	2,700	2,600
Wastes					
Mineral Wastes					
Waste Rock Mined (Tonnes)					
Kupol	259,000	616,000	646,000	706,000	694,000
Dvoinoye	378,000	445,000	1,943,000	243,000	300,000
Tailings Produced (Tonnes)					
Kupol and Dvoinoye	1,723,000	1,721,000	1,733,000	1,646,000	1,680,000

n/r = not reported





## Site Performance Data - Kupol and Dvoinoye, Russia

	2019	2018	2017	2016	2015
<b>Environmental (continued)</b>					
Non-Mineral Wastes					
Hazardous Waste Disposed On Site (Tonnes)					
Kupol	0	0	0	0	17
Dvoinoye	0	0	0	1	0
Hazardous Waste Disposed Off Site (Tonnes)					
Kupol	0	11	8	30	14
Dvoinoye	4	5	5	0	0
Hazardous Waste Incinerated On Site and Off Site (Tonnes)					
Kupol	1,133	n/r	n/r	n/r	n/r
Dvoinoye	0	n/r	n/r	n/r	n/r
Hazardous Waste Recycled On Site and Off Site (Tonnes)					
Kupol	12	n/r	n/r	n/r	n/r
Dvoinoye	4	n/r	n/r	n/r	n/r
Total Hazardous Waste (Tonnes)					
Kupol	1,144	11	8	30	31
Dvoinoye	4	5	5	1	0
Non-Hazardous Waste Disposed On Site (Tonnes)					
Kupol	8,842	8,859	8,842	1,874	1,218
Dvoinoye	96	159	160	279	251
Non-Hazardous Waste Disposed Off Site (Tonnes)					
Kupol	0	0	0	0	1,334
Dvoinoye	0	0	0	0	0
Non-Hazardous Waste Incinerated On Site and Off Site (Tonnes)					
Kupol	214	n/r	n/r	n/r	n/r
Dvoinoye	37	n/r	n/r	n/r	n/r
Non-Hazardous Waste Incinerated On Site and Off Site (Tonnes)					
Kupol	1,580	n/r	n/r	n/r	n/r
Dvoinoye	197	n/r	n/r	n/r	n/r
Total Non-Hazardous Waste (Tonnes)					
Kupol	10,636	8,859	8,842	1,874	2,552
Dvoinoye	330	159	160	279	251
Recycled Wastes (Tonnes)					
Kupol	1,592	1,494	1,513	1,480	1,723
Dvoinoye	201	156	156	41	105
Land Status					
Total land disturbed and not yet reclaimed at beginning of reporting year (ha)					
Kupol	499	464	459	1,069	1,069
Dvoinoye	330	311	262	250	256
Disturbance during reporting year (ha)					
Kupol	6	41	5	0	0
Dvoinoye	5	19	49	32	0
Reclamation during reporting year (ha)					
Kupol	10	0	0	32	0
Dvoinoye	0	0	0	2	6
Total land disturbed and not yet reclaimed at end of reporting year (ha)					
Kupol	496	504	464	1,037	1,069
Dvoinoye	335	330	311	280	250
Protected Habitat (ha)					
Kupol	0	0	0	0	0
Dvoinoye	0	0	0	0	0

n/r = not reported



## Site Performance Data - Chirano, Ghana

	2019	2018	2017	2016	2015
<b>Operations</b>					
Mining Method: Open Pit and Underground					
Processing Method: Carbon-in-leach					
Employees	1,037	1,037	1,061	1,291	1,185
Contractors	1,355	896	838	n/r	n/r
Ore Processed (Tonnes) <sup>40</sup>	3,111,000	3,156,000	3,094,000	3,112,000	3,143,000
Attributable Gold Production (Gold equivalent ounces) <sup>41</sup>	181,166	204,029	246,027	190,758	230,488
<b>Safety (100% basis)</b>					
Lost-time Injury Frequency Rate (per 200,000 hours worked)	0.00	0.04	0.08	0.03	0
Lost-time Injury Frequency Rate (employees)	0.00	n/r	n/r	n/r	n/r
Lost-time Injury Frequency Rate (contractors)	0.00	n/r	n/r	n/r	n/r
Fatal Injuries	0	0	0	0	0
Fatalities Due to Worker Health	0	n/r	n/r	n/r	n/r
Total Reportable Injury Frequency Rate (per 200,000 hours worked)	0.14	0.24	0.25	0.32	0.29
Total Reportable Injury Frequency Rate (employees)	0.19	n/r	n/r	n/r	n/r
Total Reportable Injury Frequency Rate (contractors)	0.06	n/r	n/r	n/r	n/r
Occupation Illness Frequency Rate (per 200,000 hours worked)	0.00	0.00	0.00	0.00	n/r
Medical Treatment Injuries (employees)	2	n/r	n/r	n/r	n/r
Medical Treatment Injuries (contractors)	1	n/r	n/r	n/r	n/r
Near Miss Requency Rate (employees)	0.06	n/r	n/r	n/r	n/r
Near Miss Requency Rate (contractors)	0.06	n/r	n/r	n/r	n/r
Recordable Cases of Work-Related Ill Health	0	n/r	n/r	n/r	n/r
Total Tier 1 Process Safety Events (per 200,000 hours)	1	n/r	n/r	n/r	n/r
<b>Environmental</b>					
General (100% basis)					
Number of Regulatory Actions	0	0	0	0	0
Fines Paid (US\$)	0	0	0	0	0
Number of Major Spills	0	0	0	0	0
Energy/Greenhouse Gas					
Total Energy Consumption (Gigajoules)- non-renewable	836,000	n/r	n/r	n/r	n/r
Total Energy Consumption (Gigajoules) - renewable	0	n/r	n/r	n/r	n/r
Total Energy Consumption (Gigajoules)	836,000	740,000	855,000	843,000	821,000
Total Electricity Purchased - non renewable sources	455,000	n/r	n/r	n/r	n/r
Direct Energy Consumption (Gigajoules)	381,000	288,000	406,000	417,000	412,000
Indirect Energy Consumption (Gigajoules)	455,000	452,000	449,000	426,000	409,000
Consumption of Self-Generated Non-Renewable Fuel Energy	0	n/r	n/r	n/r	n/r
Energy Consumed per Tonne of Ore Processed (Megajoules/Tonne)	269	234	276	271	261
Greenhouse Gas Emissions (Scope 1) (Tonnes CO <sub>2</sub> e)	27,000	21,000	29,000	30,000	29,000
Greenhouse Gas Emissions (Scope 2) (Tonnes CO <sub>2</sub> e)	27,000	27,000	27,000	25,000	24,000
Greenhouse Gas Emissions (Scope 3) (Tonnes CO <sub>2</sub> e)	3,000	5,500	7,100	5,300	4,300
Greenhouse Gas Emissions (Scope 1 and 2) (Tonnes CO <sub>2</sub> e)	54,400	48,000	56,000	55,000	54,000
Greenhouse Gas Emissions (Scope 1 and 2) per Tonne of Ore Processed (Kilograms CO <sub>2</sub> e/Tonne)	17.5	15.1	18.1	17.7	17.1
<b>Water Use</b>					
Total Water Withdrawn - Groundwater (m <sup>3</sup> )	117,000	95,000	90,000	91,000	102,000
Total Water Withdrawn - Surface Water (m <sup>3</sup> )	858,000	782,000	452,000	458,000	641,000
Total Water Withdrawn - Precipitation Captured (m <sup>3</sup> )	2,152,000	1,855,000	1,317,000	1,384,000	1,474,000
Total Water Withdrawn - Third-Party Sources (Municipal water) (m <sup>3</sup> )	0	0	0	0	0
Total Fresh Water Withdrawn (m <sup>3</sup> )	3,127,000	2,732,000	1,859,000	1,933,000	2,217,000
Waste Water Withdrawn (m <sup>3</sup> )	0	0	0	0	0
Total Water Withdrawn - Salt/Brackish Water (m <sup>3</sup> )	0	0	0	0	0
Total Water Withdrawn (m <sup>3</sup> )	3,127,000	2,731,000	1,859,000	3,866,000	4,434,000
Total Water Withdrawn From Water-Stressed Areas (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Total Other Water Withdrawn (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Net Changes in Water Storage (m <sup>3</sup> )	0	754,000	552,000	216,000	217,000
Total Water Discharged - Groundwater (m <sup>3</sup> )	0	0	0	0	0
Total Water Discharged - Surface Water (m <sup>3</sup> )	0	0	0	0	69,000
Total Water Discharged To Fresh Water (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Total Water Discharged To Other Water (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Total Water Discharged (m <sup>3</sup> )	0	0	0	0	69,000
Total Water Consumed (m <sup>3</sup> )	3,128,000	1,977,000	1,307,000	1,717,000	1,931,000
Water Consumed per Tonne of Ore Processed (Litres/Tonne)	1,005	627	422	552	615
Water Recycled/Reused (Volumes)	3,816,000	n/r	n/r	n/r	n/r
Recycled Water Percentage (% of Water Consumed)	55	56	68	60	62
<b>Significant Materials Use</b>					
Diesel Fuel (m <sup>3</sup> )	10,000	7,600	10,700	11,000	10,800
Heavy Fuel Oil (m <sup>3</sup> )	0	0	0	0	0
Cyanide (Tonnes as CN)	630	500	500	500	600
Lime (Tonnes)	3,500	2,600	2,600	2,700	3,200
Blasting Agents (Tonnes)	1,400	1,400	2,000	1,300	1,000

n/r = not reported



## Site Performance Data - Chirano, Ghana

	2019	2018	2017	2016	2015
<b>Environmental (continued)</b>					
Wastes					
Mineral Wastes					
Waste Rock Mined (Tonnes)	7,463,000	451,000	3,065,000	6,449,000	5,313,000
Tailings Produced (Tonnes)	3,111,000	3,156,000	3,094,000	4,391,000	4,391,000
Non-Mineral Wastes					
Hazardous Waste Disposed On Site (Tonnes)	0	0	0	0	0
Hazardous Waste Disposed Off Site (Tonnes)	104	82	50	0	75
Hazardous Waste Incinerated On Site and Off Site (Tonnes)	0	n/r	n/r	n/r	n/r
Hazardous Waste Recycled On Site and Off Site (Tonnes)	104	n/r	n/r	n/r	n/r
Total Hazardous Waste (Tonnes)	104	82	50	0	75
Non-Hazardous Waste Disposed On Site (Tonnes)	376	399	320	387	335
Non-Hazardous Waste Disposed Off Site (Tonnes)	0	0	0	0	90
Non-Hazardous Waste Incinerated On Site and Off Site (Tonnes)	0	n/r	n/r	n/r	n/r
Non-Hazardous Waste Recycled On Site and Off Site (Tonnes)	0	n/r	n/r	n/r	n/r
Total Non-Hazardous Waste (Tonnes)	376	399	320	387	425
Recycled Wastes (Tonnes)	104	406	387	464	272
Land Status (100% basis)					
Total land disturbed and not yet reclaimed at beginning of reporting year (ha)	2,696	2,738	2,699	2,668	2,661
Disturbance during reporting year (ha)	20	3	56	40	7
Reclamation during reporting year (ha)	0	45	17	9	0
Total land disturbed and not yet reclaimed at end of reporting year (ha)	2,716	2,696	2,738	2,699	2,668
Protected Habitat (ha)	1,863	112	112	112	112

n/r = not reported

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## Site Performance Data - Tasiast, Mauritania

	2019	2018	2017	2016	2015
<b>Operations</b>					
Mining Method: Open Pit					
Processing Method: Carbon-in-leach, heap leach					
Employees	1,267	1,293	1,183	1,107	1,199
Contractors	2,448	2,692	2,677	n/r	n/r
Ore Processed (Tonnes)	5,226,000	5,692,000	4,101,000	7,227,000	4,080,000
Attributable Gold Production (Gold equivalent ounces)	391,097	250,965	243,240	175,176	219,045
<b>Safety</b>					
Lost-time Injury Frequency Rate (per 200,000 hours worked)	0.06	0.00	0.02	0.07	0.00
Lost-time Injury Frequency Rate (employees)	0.06	n/r	n/r	n/r	n/r
Lost-time Injury Frequency Rate (contractors)	0.06	n/r	n/r	n/r	n/r
Fatal Injuries	0	0	0	0	0
Fatalities Due to Worker Health	0	n/r	n/r	n/r	n/r
Total Reportable Injury Frequency Rate (per 200,000 hours worked)	0.24	0.28	0.23	0.32	0.33
Total Reportable Injury Frequency Rate (employees)	0.25	n/r	n/r	n/r	n/r
Total Reportable Injury Frequency Rate (contractors)	0.23	n/r	n/r	n/r	n/r
Occupation Illness Frequency Rate (per 200,000 hours worked)	0.00	0.00	0.00	0.00	n/r
Medical Treatment Injuries (employees)	2	n/r	n/r	n/r	n/r
Medical Treatment Injuries (contractors)	5	n/r	n/r	n/r	n/r
Near Miss Requency Rate (employees)	0.38	n/r	n/r	n/r	n/r
Near Miss Requency Rate (contractors)	0.06	n/r	n/r	n/r	n/r
Recordable Cases of Work-Related Ill Health	0	n/r	n/r	n/r	n/r
Total Tier 1 Process Safety Events (per 200,000 hours)	1.00	n/r	n/r	n/r	n/r
<b>Environmental</b>					
<b>General</b>					
Number of Regulatory Actions	0	0	0	0	0
Fines Paid (US\$)	0	0	0	0	0
Number of Major Spills	0	0	0	0	1
<b>Energy/Greenhouse Gas</b>					
Total Energy Consumption (Gigajoules)- non-renewable	4,552,000	n/r	n/r	n/r	n/r
Total Energy Consumption (Gigajoules) - renewable	0	n/r	n/r	n/r	n/r
Total Energy Consumption (Gigajoules)	4,552,000	3,994,000	3,110,000	2,393,000	2,523,000
Total Electricity Purchased - non renewable sources	0	n/r	n/r	n/r	n/r
Direct Energy Consumption (Gigajoules)	4,552,000	3,994,000	3,110,000	2,393,000	2,523,000
Indirect Energy Consumption (Gigajoules)	0	0	0	0	0
Consumption of Self-Generated Non-Renewable Fuel Energy	788,000	n/r	n/r	n/r	n/r
Energy Consumed per Tonne of Ore Processed (Megajoules/Tonne)	871	702	758	331	618
Greenhouse Gas Emissions (Scope 1) (Tonnes CO <sub>2</sub> e)	330,000	289,000	225,000	172,000	184,000
Greenhouse Gas Emissions (Scope 2) (Tonnes CO <sub>2</sub> e)	0	0.00	0.00	0.00	0.00
Greenhouse Gas Emissions (Scope 3) (Tonnes CO <sub>2</sub> e)	19,400	27,300	17,500	10,400	11,700
Greenhouse Gas Emissions (Scope 1 and 2) (Tonnes CO <sub>2</sub> e)	330,000	289,000	225,000	172,000	184,000
Greenhouse Gas Emissions (Scope 1 and 2) per Tonne of Ore Processed (Kilograms CO <sub>2</sub> e/Tonne)	63.2	50.8	54.9	23.8	45.0
<b>Water Use</b>					
Total Water Withdrawn - Groundwater (m <sup>3</sup> ) <sup>42</sup>	28,100	0	0	0	0
Total Water Withdrawn - Surface Water (m <sup>3</sup> )	0	0	0	0	0
Total Water Withdrawn - Precipitation Captured (m <sup>3</sup> )	4,400	3,000	0	3,800	6,400
Total Water Withdrawn - Third-Party Sources (Municipal water) (m <sup>3</sup> )	4,700	0	0	0	0
Total Fresh Water Withdrawn (m <sup>3</sup> )	37,200	3,000	0	3,800	6,400
Waste Water Withdrawn (m <sup>3</sup> )	189,000	0	0	0	0
Total Water Withdrawn - Salt/Brackish Water (m <sup>3</sup> )	4,642,000	4,210,000	3,664,000	2,726,000	3,026,000
Total Water Withdrawn (m <sup>3</sup> )	4,868,200	4,213,000	3,664,000	2,730,000	3,032,000
Total Water Withdrawn From Water-Stressed Areas (m <sup>3</sup> )	9,028	n/r	n/r	n/r	n/r
Total Other Water Withdrawn (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Net Changes in Water Storage (m <sup>3</sup> )	203,000	(57,800)	2,700	(210,600)	(30,600)
Total Water Discharged - Groundwater (m <sup>3</sup> )	96,000	153,000	249,000	184,000	0
Total Water Discharged - Surface Water (m <sup>3</sup> )	0	0	0	0	0
Total Water Discharged To Fresh Water (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Total Water Discharged To Other Water (m <sup>3</sup> )	0	n/r	n/r	n/r	n/r
Total Water Discharged	96,000	153,000	249,000	184,000	0
Total Water Consumed (m <sup>3</sup> )	4,569,000	4,118,000	3,413,000	2,756,000	3,063,000
Water Consumed per Tonne of Ore Processed (Litres/Tonne)	874	723	832	381	751
Water Recycled/Reused (Volumes)	7,089,000	n/r	n/r	n/r	n/r
Recycled Water Percentage (% of Water Consumed)	59	62	71	61	72
<b>Significant Materials Use</b>					
Diesel Fuel (m <sup>3</sup> )	81,600	80,400	66,400	58,300	45,700
Heavy Fuel Oil (m <sup>3</sup> )	36,300	23,400	14,700	4,400	17,900
Cyanide (Tonnes as CN)	5,700	7,200	4,900	4,100	6,200
Lime (Tonnes)	8,600	12,100	7,900	8,300	7,100
Blasting Agents (Tonnes)	21,300	21,400	18,500	13,500	17,500

n/r = not reported





## Site Performance Data - Tasiast, Mauritania

	2019	2018	2017	2016	2015
<b>Environmental (continued)</b>					
Wastes					
Mineral Wastes					
Waste Rock Mined (Tonnes)	80,539,000	79,245,000	68,554,000	46,118,000	54,433,000
Tailings Produced (Tonnes)	5,226,000	3,734,000	3,044,000	2,459,000	2,288,000
Non-Mineral Wastes					
Hazardous Waste Disposed On Site (Tonnes)	24	20	7	6	15
Hazardous Waste Disposed Off Site (Tonnes)	20	0	0	0	0
Hazardous Waste Incinerated On Site and Off Site (Tonnes)	0	n/r	n/r	n/r	n/r
Hazardous Waste Recycled On Site and Off Site (Tonnes)	20	n/r	n/r	n/r	n/r
Total Hazardous Waste (Tonnes)	44	20	7	6	15
Non-Hazardous Waste Disposed On Site (Tonnes)	1,489	2,340	1,345	1,185	986
Non-Hazardous Waste Disposed Off Site (Tonnes)	0	0	0	0	0
Non-Hazardous Waste Incinerated On Site and Off Site (Tonnes)	1,500	n/r	n/r	n/r	n/r
Non-Hazardous Waste Recycled On Site and Off Site (Tonnes)	533	n/r	n/r	n/r	n/r
Total Non-Hazardous Waste (Tonnes)	3,522	2,340	1,345	1,185	986
Recycled Wastes (Tonnes)	553	1,286	1,283	1,045	1,159
Land Status					
Total land disturbed and not yet reclaimed at beginning of reporting year (ha)	2,462	2,600	2,499	2,393	2,283
Disturbance during reporting year (ha)	0	24	125	134	110
Reclamation during reporting year (ha)	0	107	24	28	0
Total land disturbed and not yet reclaimed at end of reporting year (ha)	2,462	2,517	2,600	2,499	2,393
Protected Habitat (ha)	0	0	0	0	0

n/r = not reported



## Endnotes

1. All figures are reported from continuing operations unless otherwise noted.
2. All figures are reported based on Kinross' percent of ownership (Chirano 90% and Round Mountain 50% for 2015).
3. Figures shown are rounded and therefore may not add up.
4. Kinross does not use Tier 1 Process Safety Event (or Incident) as a performance indicator. The incidents reported by Kinross are categorized as high-potential safety incidents at sites.
5. Management is defined as including junior, middle, and senior management (as a % of total management workforce).
6. Junior management is defined as first level of management (as a % of total junior management positions).
7. Revenue generating positions exclude support functions such as HR, IT, Legal.
8. Following a review of 2018 site data pertaining to water, waste and land use, the data for 2018 and some metrics for previous years have been restated.
9. The 2016 regulatory action pertains to Kinross' closed operation at La Coipa.
10. Kinross received a fine of \$3,100 in 2019 for mislabelling of waste at Paracatu in 2018, and a fine of \$274,000 in 2018 for a 2012 sanction regarding irregularities at the Rancho de Gallo camp, Maricunga.
11. This is the electrical output from self-generation using fossil fuels at Tasiast and Russia. The associated fuel energy to generate this electrical input is 3,855,187 GJ.
12. Scope 3 emissions for 2019 were 124,000 tonnes and include diesel fuel used by contractors at Tasiast.
13. Kinross sites do not use municipal water in processing. Figures shown pertain to water used for cooking/drinking in commissary at Paracatu and bottled water at Tasiast.
14. Net changes in water storage are highly variable and are affected by precipitation and water management. The methodology consists of total water withdrawn less discharges and changes in on-site water storage.
15. Following changes in water management at Fort Knox, water is now discharged from a water treatment plant to the environment under permit to the receiving environment.
16. Water recycled percentage is the water recycled as a percentage of the sum of the water consumed plus recycled.
17. Excludes the diesel fuel consumed by contractors.
18. The volume of waste rock for 2019 is related to a high strip ratio for the restart of open cut mining at Chirano. 2018 volumes relate to stripping activities relating to Round Mountain Phase W and Bald Mountain Vantage.
19. Non-mineral recycled wastes includes oil that is burned on Kinross sites for activities such as heating.
20. Figures reflect additional fleet of heavy equipment resulting in larger volumes of oils and sludges at Paracatu; demolition of facilities at Bald Mountain related to mine expansion and generation of additional waste, primarily steel.
21. Total land disturbed at the beginning of 2016 increased due to the acquisition of Bald Mountain and a correction to 2015 data at Paracatu.
22. The increase in the total land disturbed at closed sites in 2018 includes land at Kettle River-Buckhorn following planned closure of that mine in 2017. This figure was restated.
23. Total land disturbed and not yet reclaimed at closed sites includes land at Kettle River-Buckhorn. This figure was restated.
24. Following the commissioning of the reverse osmosis treatment plant the site began discharging treated water to surface.
25. Decrease in water consumption due to the commissioning of reverse osmosis plant allowing for increase in permit discharge to receiving environment.
26. The volume of waste rock mined is related to stripping activities relating to the Fort Knox Gilmore Project.
27. The higher volume of total water withdrawn at Bald Mountain in 2018 and 2019 is attributed to new heap leach pads leading to an increase in surface requiring water application.
28. In 2019, Bald Mountain reported 18.5% of water consumed from an area characterized as high-water stressed based on <https://www.wri.org/aqueduct>.
29. Increased volumes of waste are related to mine expansion and associated demolition of truck shop and ancillary facilities with the subsequent generation of mainly steel waste.
30. In response to drought conditions in 2016 and 2017, Paracatu has increased the extraction of groundwater through the addition of new wells and reduced its reliance on stream flow capture.
31. Water consumed per tonne of ore processed for 2018 is based upon 54,141,000 tonnes of primary ore processed and does not include the reprocessing of 1,661,000 of tailings from the Eustaquio tailings facility.
32. Additional fleet of heavy equipment resulted in larger amounts of oils and sludges generated.
33. Mining activities were suspended in Q3 2016. The site continued to produce Au eq. oz. from the heap through October 2019 and has been placed into care and maintenance.
34. Figures for 2018 and 2019 represent employees at Kupol and Dvoinoye. Prior years include all employees in Russia. In 2018, Kupol had 1,409 employees and Dvoinoye had 544 employees. In 2019, Kupol had 1,456 employees and Dvoinoye had 531 employees.
35. All of the ore from Kupol and Dvoinoye is processed at Kupol, therefore, data for energy use and greenhouse gas emissions for both mines are reported together.
36. Following changes in water management at Kupol, water is discharged to water treatment plant.
37. Heavy snowfall in 2019 resulted in higher precipitation combined with significant reduction in production, decreasing water consumption.
38. Ore from Dvoinoye is processed at Kupol, as a result water consumed data is reported for both sites together.
39. Ore from Dvoinoye is processed at Kupol, as a result significant material use data is reported for both sites together.

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### Publications

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### Stakeholder Feedback

Kinross welcomes your feedback regarding our 2019 Sustainability Report. To provide us with your comments, please email us at [info@kinross.com](mailto:info@kinross.com).



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## Cautionary Statement on Forward-Looking Information

All statements, other than statements of historical fact, contained or incorporated by reference in this report, including any information as to the future performance of Kinross, constitute "forward-looking statements" within the meaning of applicable securities laws, including the provisions of the Securities Act (Ontario) and the provisions for "safe harbor" under the United States Private Securities Litigation Reform Act of 1995 and are based on expectations, estimates and projections as of the date of this report. Forward-looking statements include, without limitation, possible or future events, statements with respect to possible or future events, estimations and the realization of such estimates (including but not limited to associated timing, amounts and costs), expected expenditures and activities, timelines, requirements for additional capital, government regulation, environmental risks, unanticipated reclamation expenses, and title disputes or claims. The words "anticipate", "believe", "budget", "expect", "efforts", "estimate", "focus", "initiative", "plan", "potential", "pursue", "schedule", "strategy", "study", or "target", or variations of such words and phrases or statements that certain actions, events or results "may", "could", "would", "should", "might", or "will be taken", "occur" or "be achieved" and similar expressions identify forward-looking statements. Forward-looking statements are necessarily based upon a number of estimates and assumptions that, while

considered reasonable by Kinross as of the date of such statements, are inherently subject to significant business, economic and competitive uncertainties and contingencies. Many of these uncertainties and contingencies can affect, and could cause, Kinross' actual results to differ materially from those expressed or implied in any forward-looking statements made by, or on behalf of, Kinross. There can be no assurance that forward-looking statements will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements. All of the forward-looking statements made in this report are qualified by these cautionary statements and those made in the "Risk Factors" section of our most recently filed Annual Information Form and 40-F, the "Risk Analysis" section of our FY 2019 and Q2 2020 Management's Discussion and Analysis to which readers are referred and which are incorporated by reference in this report, all of which qualify any and all forward-looking statements made in this report. These factors are not intended to represent a complete list of the factors that could affect Kinross. Kinross disclaims any intention or obligation to update or revise any forward-looking statements or to explain any material difference between subsequent actual events and such forward-looking statements, except to the extent required by applicable law.

Other information Where we say "we", "us", "our", the "Company", or "Kinross" in this report, we mean Kinross Gold Corporation and/or one or more or all of its subsidiaries, as may be applicable.

