




Our Responsibility

We recognize the importance of providing an overall work environment that attracts, retains and motivates talent, and includes providing a comprehensive total rewards package. We have a responsibility to ensure that our employees are compensated fairly and equitably for the work they do, to ensure that compensation levels are above the minimum living wage and to provide a range of employee support programs to foster employee health and well-being.

Our Commitment

Through our [Code of Business Conduct and Ethics](#), we are committed to non-discrimination in all areas of our business, including compensation. We are also committed to conformance with the **World Gold Council’s Responsible Gold Mining Principles – Principle 6**. We work to ensure that compensation supports meaningful livelihoods, provides equal pay for equal work and, delivers a comprehensive program of employee benefits that meet the needs and expectations of today’s contemporary workforce.

Responsible Gold Mining Principle	
	6.1 Wages and benefits

Our Approach

Our compensation philosophy is rooted in several key principles:

- Pay for performance, rewarding our employees for their contributions to Kinross’ success
- Competitiveness in the local market, enabling us to attract and retain top talent
- Consistency and fairness, considering local context, law and other factors
- Opportunity for personal and professional growth and skills development
- Transparency and clarity through clear communication of rewards packages with employees

Matters pertaining to compensation and benefits fall within our Human Resources Management System. We regularly review local market compensation to ensure that our total remuneration package is fair, competitive and well-positioned to attract and retain the best talent. As part of our program, we review living wages in all our operating countries annually to ensure our employees are paid above living wage and statutory minimum wage.

The majority of our employees receive some form of performance-based awards which consider a range of performance measures:

- For operators and those in skilled-trade roles, who represent the majority of our employees, the achievement of site performance measures is generally the key-driver of performance-related awards. While bonus plans vary by site, measures generally focus on safety, environment, production and cost.
- For our employees in executive, management, technical, professional and administrative roles, total compensation is linked to individual, site and company performance, through our short-term incentive (STI) program and equity awards. Under our STI compensation program, we measure performance at a site and company level against the “Four Point Plan”. The first of these Four Points is “First Priorities”, an ESG measure which is focused on leading and lagging indicators in areas of safety, environmental and community relations performance.
- For our most senior executives, we assess company performance in the STI plan against five key strategic areas which make up the “SLT measures”. The first of these areas is ESG, which has a total weighting of 25% and includes two metrics. The first metric is the Corporate Responsibility Performance Metric (20% weighting) which reinforces our responsibility to our employees and communities regarding safety and sustainability, and the requirement for senior leadership to set the tone for the organization. In line with our focus on environmental, social and governance (ESG), we also have an ESG initiatives metric (5% weighting), which includes ESG initiatives relating to climate through GHG reduction/energy efficiency, diversity strategy and supply chain governance. The other four areas pertain to Operational and Financial Performance (25%), Balance Sheet (10%), Shareholder Returns (10%), and Building for the Future (30%). For more information see the most recent [Management Information Circular](#).

Continued on next page

Employee Support Programs

Employee support programs vary widely across Kinross depending upon the nature of an employee’s role at Kinross, the type of operation or office, the geographical location and the jurisdiction where the Company is operating. While there is no one size fits all approach to our employee benefits, some Kinross sites and offices provide:

- Wellness benefits to support physical and mental health
- Flexible working hours, as appropriate for the employee role
- Limited working-from-home arrangements
- Part-time working options
- Childcare facilities
- Breast-feeding/lactation facilities
- Fitness facilities/contributions
- Parental benefits

We recognize the importance of flexible workplace practices for our employees and the importance of work-life balance to the mental health and overall well-being of our people. While the nature of our mining operations requires mining activities to be conducted 24 hours a day at a mine location, thus limiting flexible work arrangements at our sites, we strive to embrace the needs of the modern workforce to the extent possible. See our most recent Sustainability Report for current examples.

In the area of maternal and parental leave/benefits, legal requirements vary considerably across Kinross jurisdictions, leading to tailored approaches where, if possible, we go beyond legal requirements to provide additional benefits. These may include additional financial benefits, duration of benefits, travel support, and child care.

Governance and Accountability

Matters pertaining to compensation fall within our Human Resources Management System and as such are the functional responsibility of the Vice-President, Total Rewards, who reports to the Senior Vice-President, Human Resources who has management responsibility for compensation.

At the site level, matters pertaining to compensation and employee benefits are generally the responsibility of the most senior human resources professional at site, who reports to the General Manager.

Oversight and governance are the responsibility of the Human Resource and Compensation Committee of the Board of Directors.

Information and performance regarding compensation and total rewards is reported in our annual Sustainability Report, and our [Management Information Circular](#).



To learn more about stakeholder engagement at Kinross including current stakeholder issues and performance, see our most recent [Sustainability Report](#).