

Respectful Workplace and Fair Working Conditions



Objective, Purpose, and Context

Kinross’ business *purpose* is to deliver value through operational excellence, balance sheet strength, disciplined growth, and responsible mining.

As a global Company operating across a broad range of unique geographies and cultures, our business activities rely upon the contributions of people of all backgrounds, diversity of thought and experience, to unlock greater value for our business. Our business success depends upon providing a respectful and inclusive workplace and a culture of fairness, equity and respect for all. Kinross’ policy statement *objective* is to foster a culture of inclusion across our operations and projects, promote diversity, equal opportunity and to treat people fairly.

We have identified Fair Working Conditions and Respectful Workplace as material Sustainability topics for Kinross and a priority for the Company, of critical importance to our stakeholders and the success of our business.

This policy statement describes:

- Scope and application: who is affected and where they can find information
- Commitments and approach: how we aim to meet the policy statement objective
- Accountability: who is responsible from site level to Board of Directors

This policy statement relates to the following material impacts, risks and opportunities (IROs):

Impact	Risk	Opportunity
On human rights and economic and social stability of communities from in-migration related to mine operations	To reputation and legal standing from failure to comply with fair working conditions laws.	<i>To enhance financial performance, productivity, innovation, and worker well-being by fostering a diverse workforce</i>
On human rights and inequality from violations of fair working conditions	Operational disruptions and increased costs from labor strikes over unfair working conditions	<i>Reputational advantages resulting from fair working conditions, including attracting and retaining talent</i>
<i>On socio-economic conditions of workers and their communities from fair working conditions</i>	To legal compliance and reputation from allegations of discriminatory practices	
On mental and physical health of employees and community members from discrimination and harassment	To reputation and operations from protests over discriminatory practices in communities	
On social equality from unfair remuneration and non-transparent hiring practices		
<i>On diversity and economic equality from DEI policies for marginalized groups</i>		

Note: text in italics identifies a positive impact and/or opportunity

Scope and Application

This policy applies to all Kinross geographies and assets, operations and projects, and the upstream components of our value chain.

Our stakeholders have been considered in this policy statement as described below:

Stakeholder	Policy statement effect on stakeholder	Consideration of stakeholder in setting this policy statement
Own Workers	To provide clarity on company commitments and approach	Company values and culture
Investors/ Financial	To provide clear governance information	Outreach on Sustainability topics
Communities	To provide clarity on company commitments and approach	Relationship, impacts and local benefits
Media	To provide transparency about our commitments and approach	Response to requests and/or proactive outreach
Governments	To provide transparency about our commitments and approach	Relationship, reporting as required and compliance with applicable regulation
Insurers	To provide clear governance information	Outreach on Sustainability topics
Refiners	To provide clear governance information	Through conformance with the Responsible Gold Mining Principles
Suppliers / contractors	To provide clarity on company commitments and approach	Through engagement on Supplier Standards of Conduct and Sustainability topics
Civil Society	To provide transparency about our commitments and approach	Through partnerships and engagement

Commitments and Approach

As a senior gold company, Kinross is *committed* to the membership requirements of the World Gold Council through its **Responsible Gold Mining Principles**. Principle 1, Ethical Conduct (1.1 Legal compliance, 1.2 Code of Conduct) and Principle 5, Human Rights and Conflict (5.1 UN Guiding Principles on Business and Human Rights) and Principle 6, Labour Rights (6.1 Wages and Benefits, 6.2 Preventing discrimination and bullying, 6.3 Child and Forced Labour, 6.4 Freedom of Association and Collective Bargaining, 6.5 Diversity, 6.6 Women in Mining and 6.7 Raising Concerns).

We are also *committed* to supporting progress towards the **Sustainable Development Goals** (SDGs). Kinross is focused on SDG 5 (Gender Equality) specifically pertaining to ensuring full participation in leadership and decision-making (5.1), and SDG 10 (Reduced Inequalities), more broadly as it pertains to empowering and promoting inclusion, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status. We are also committed to uphold the UN Guiding Principles on Business and Human Rights, and inherent commitment to support the Core Labour Conventions of the International Labour Organization (ILO) including ILO 98 (principles for freedom of association) and, through our support of the UN Global Compact, Principle 6, the elimination of discrimination in respect of employment and occupation.

Our *approach* to respectful workplace, fairness and equity is driven by our Global Human Resources Strategy, as well as our Code of Business Conduct and Ethics (Code), supported by other policies and systems. The Code, which covers inclusion and non-discrimination based on race/ ethnicity, nationality, religion, sexual orientation, family responsibilities including pregnancy, disabilities and age, reinforces our role as an equal opportunity employer and our commitment to fair employment, including compensation and freedom of association. The Board of Director’s Diversity Policy, which sets out our expectations that the composition of the board will reflect a diverse mix of skills, experience, knowledge and backgrounds, also targets 33% female representation at the Board level. Kinross’ Supplier Standards of Conduct describes our expectations of our Suppliers across a range of responsible business topics.

Key elements of our *approach* include leadership commitment and involvement, training and awareness programs to foster a respectful workplace culture, partnerships and benchmarking, respect for labor rights, employee support programs, and fair compensation.

Leadership commitment and involvement

Kinross’ Chief Operating Officer is the Company’s Diversity, Equity and Inclusion (DEI) Champion while our Chief Executive Officer is the Executive Sponsor, underscoring the critical importance of a respectful, diverse and inclusive culture to Kinross’ business success and our aspiration to be an employer of choice. Kinross’ Global Diversity, Equity and Inclusion Council (GDEIC) is a core element in our governance framework. The GDEIC is comprised of representatives from our operations, including a General Manager. The GDEIC is chaired by our Senior Vice-President, Human Resources. Stakeholder consultation helps to keep us abreast of emerging issues and opportunities pertaining to a respectful workplace including regular engagement with site-level Human Resources Managers, members of the GDEIC, and external organizations such as Catalyst.

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At the corporate level, we are strengthening diversity by ensuring inclusive environments for teams at the highest levels of the Company. Metrics pertaining to diversity strategy are linked to our Short-Term Incentive plan for our Senior Leadership Team. Our Director for Talent and Engagement is on our Sustainability Steering Committee.

Training and awareness programs

At the site level, programs are tailored to each site's context, where we expect them to implement programs, identify initiatives and celebrate events to advance respect and inclusion in an appropriate manner.

We offer onboarding training for all new hires, complemented by an online learning hub, that provides access to micro-learning content across multiple channels – available in all languages spoken at Kinross.

We provide Intercultural Effectiveness Training designed to address cross-cultural challenges, specifically tailored for employees who travel or work closely with our global sites. Our goal is to enhance mutual understanding across Kinross cultures, enhance team collaboration and cohesion, improved safety and compliance, and strong stakeholder relationships.

On gender, we offer flagship programs including learning and coaching through Women at Kinross, a cross-Company initiative, and International Women in Mining. We also celebrate culture through global events and webinars to support and foster belonging, such as Pride Month, Black History Month, International Women's Day and others.

Through a range of corporate and site-level programs, we recognize and reinforce the connection between culture and belonging and the well-being of our employees. We offer a broad range of employee mental and physical health initiatives to support the well-being of our people. Our Living Our Values Awards (LOVA) play an important role in recognizing the performance and contributions of employees and provide a common, unifying bond, based on our four values, while honouring diversity among our global employees.

Partnerships and benchmarking

We engage with external partners and work together to enhance our understanding of respect and belonging, to benchmark our performance and to draw upon the expertise and experiences of others to develop practices and programs that advance diversity at Kinross, and within our industry. Recognized partners include, the Canadian Centre for Diversity and Inclusion, Catalyst, the BlackNorth Initiative (BNI), Women in Mining Canada, International Women in Mining, the Mining Industry Human Resources Council and others. We look to external benchmarks including the Women's Empowerment Principles (WEP), Gender Gap initiative with the United Nations Global Compact, Women in the Workplace McKinsey, BNI benchmarks, and our internal turnover and pay gap analysis. The results help inform our strategy and drive initiatives. To support respect, inclusion and fairness across our sites, we provide our human resources teams with access to a broad range of international diversity and inclusion research, reports, toolkits and newsletters, as well as webinars to help our employees learn and embed inclusive behaviours in their everyday interactions.

Respect for labour rights

A culture of fairness begins with the tone set by senior leadership and is reinforced throughout the organisation, cascading to site level through General Managers and their site leadership teams. This is complemented by training and support from the Corporate Human Resources team, to ensure that labour rights are respected and that the tools are in place to prevent issues from occurring and when they do, provide access to remedy. As part of our ethical compliance program, our training and associated sign-off process for the Code helps build and maintain awareness of, and respect for labour rights, key components of which include:

- **Freedom of Association and Collective Bargaining** – Responsibility for collective bargaining resides at the site level, with corporate support and oversight as needed. While all our employees in Canada and at our mining operations in the United States are non-unionized, collective bargaining agreements are in place at our operations located in Brazil, Chile, and Mauritania.
- **Retrenchment** – From time to time, we face the need to reduce our workforce. Whether these reductions arise from difficult market conditions, adjustments in business strategy, or end of mine life, Kinross has adopted an approach to retrenchment based on the International Finance Corporation (IFC) Guidelines for Retrenchment. In all cases, we adhere to Kinross' values to ensure that our employees are treated fairly, with dignity and respect, in a manner consistent with international, national and local laws and regulations. Minimum notice periods pertaining to operational changes vary across our operating jurisdictions. In the event of a mine closure process, Kinross has developed guidance for human resources professionals: The Mine Closure Planning Best Practices Guide for Human Resources.
- **Grievances** – Grievances pertaining to fair working conditions including compensation/adequate wages and labour rights, harassment and discrimination can be reported via the confidential, third-party [Whistleblower](#) and Integrity Hotline.

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. 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 childcare.

Fair Compensation

Guided by our commitment to equity, we provide equal pay for equal responsibility and also offer employees at all levels opportunities to grow and develop through fair access to training and provide a comprehensive rewards package. Our compensation philosophy is driven by our Human Resources Management System and 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.

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. We review living wages in all our operating countries annually to ensure our employees are paid above living wage and statutory minimum wage. Most 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 most 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”, a Sustainability 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 Sustainability, 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 Sustainability, we also have a Sustainability initiatives metric (5% weighting), which includes 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](#).


Accountability

Functional responsibility for respectful workplace and fair working conditions resides with the Senior Director, Talent, Engagement and Diversity, Equity and Inclusion. Management responsibility resides with the [Human Resources and Compensation Committee Committee](#) of the Kinross Board of Directors.

This policy will be reviewed annually in parallel with our Sustainability reporting cycle to ensure it accurately describes what we do in practice to manage our Sustainability impacts, risks and opportunities.

Document control

This policy statement forms an integral part of Kinross’ 2024 Sustainability Disclosures, approved by Board resolution on 27-May 2025, and replaces prior documents – Management Approach, Compensation, dated May 2024.



For more information on fair working conditions and respectful workplace, see our most recent [Sustainability Report](#).