

# Local Benefits and Shared Value



## Objective, Purpose, and Context

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

Across Kinross, we believe that a key component of responsible mining is the delivery of social and economic benefits to the host countries and communities where we have a presence. The *objective* of this policy statement is to meet this obligation by providing decent and meaningful local employment, paying our taxes and other government contributions, using local suppliers of goods and services, and providing economic development opportunities for local communities. At Kinross we call these financial flows to host countries and communities, employees and suppliers, our “benefit footprint.” We believe that a responsibly managed mining operation will lead to positive community development outcomes, measured through improved well-being, defined as “the various evaluations, positive and negative, that people make of their lives, and the affective reaction of people to their experiences.” (World Health Organization).

We have identified Local Benefits as a material Sustainability topic due to its importance to our stakeholders and to enterprise value.

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

Impact	Risk	Opportunity
On community outcomes due to poor consultation and weak local benefit planning	To operations and reputation if stakeholders view benefits as inadequate or unequal	<i>To reputation due to shared value and economic growth of nearby communities</i>
<i>On economic development and standard of living due to investments in local communities</i>	To ability to access permits if communities are unsatisfied with economic benefits	
<i>On economic development and standard of living due to cross-industry and government collaboration</i>	To reputation and social license to operate from perception of failing to deliver local benefits	

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

### 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

## Scope and Application

This policy statement applies to all Kinross geographies and assets, operations and projects and the global upstream and downstream 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

Kinross is *committed* to generating shared value and a sustainable return for our shareholders, our employees and host countries and communities. By maintaining our financial strength, and meeting the expectations and commitments set out in our [Safety and Sustainability Policy](#), we can bring positive economic benefits to our stakeholders. We are committed to transparent reporting on our benefit footprint. We are committed to a participative and collaborative process with local communities and other stakeholders within the framework of a long-term relationship, allowing us to understand and support the community's development priorities.

We are also *committed* to supporting progress towards the **Sustainable Development Goals** (SDGs). Our benefit footprint has positive impacts on multiple SDGs with a priority focus on SDG 8 (decent work and economic growth). Additional SDGs impacted by our benefit footprint include SDG 1 (no poverty), SDG 2 (zero hunger), SDG 3 (good health and well-being), and SDG 4 (quality education).

Our support of the World Gold Council's **Responsible Gold Mining Principles** – Principles 1, 3, 6 and 7, reinforces our *commitment* to shared value outcomes through our benefit footprint including taxes paid, business and economic opportunities for local communities, local employment, and community investment.

We are committed to managing all our tax obligations in full compliance with the tax laws in the countries where we operate. It is a matter of policy to follow all relevant tax codes and conventions, as well as consider, where applicable, the guidance set forth by the Organization for Economic Co-operation and Development (OECD), including the Base Erosion and Profit Shifting initiatives and the Multilateral Instrument incorporated into international income tax treaties.

Our *approach* to local benefits consists of two complementary strategies. First, by maximizing the financial value generated by Kinross through rigorous financial discipline and a high-performance operating culture. Second, through careful planning of our local employment, local procurement and social investment activities to ensure host countries and communities benefit from that value. Through the positive impacts of the Benefit Footprint, together with the results of community-led development programs, we seek to obtain measurable improvements in community well-being in areas such as education, health, social structures, small business development and infrastructure, as relevant for the context of each site. This approach requires and reflects the efforts of all functional areas in the company.

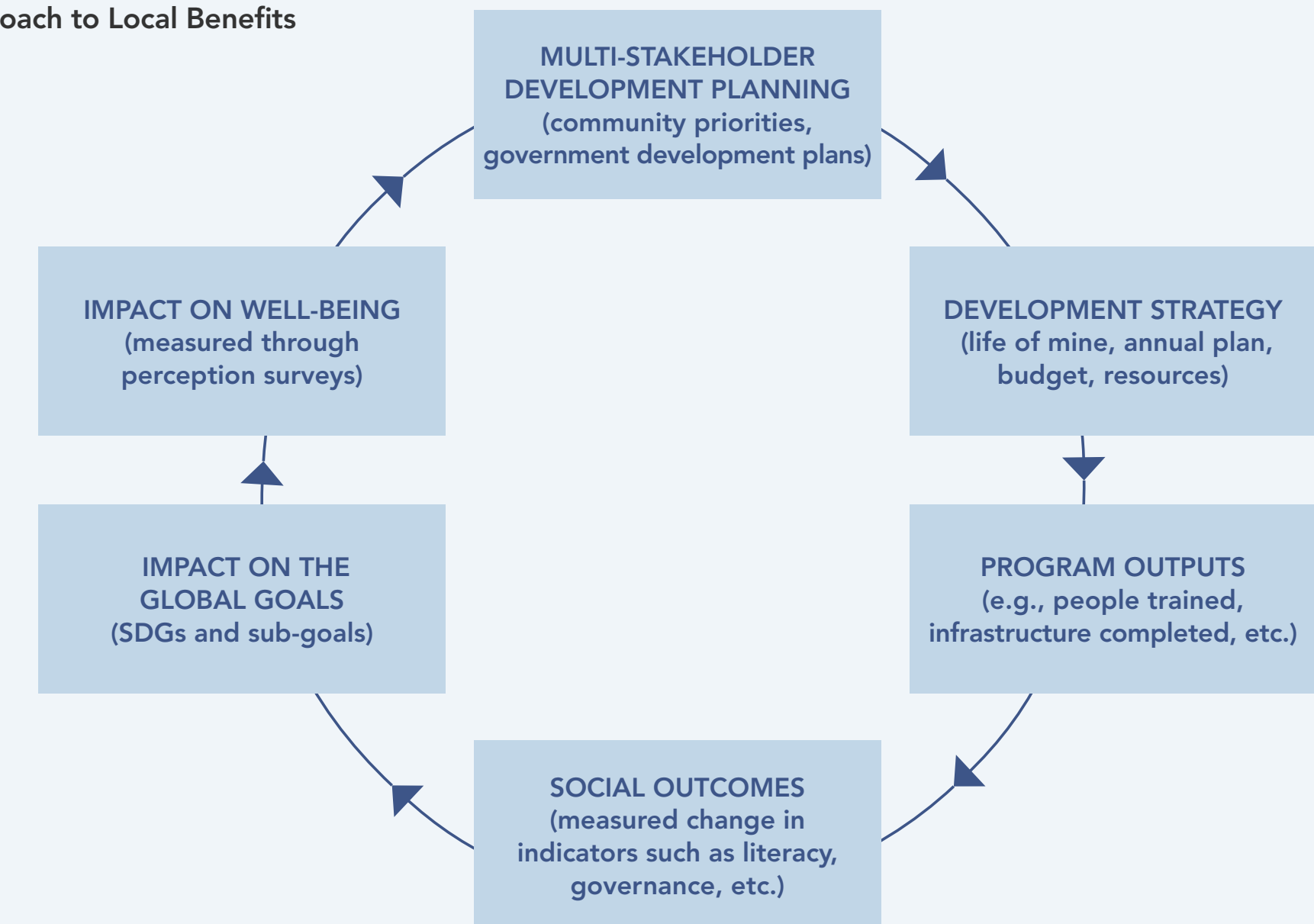
The process for local benefits is a continuous feedback cycle with the following key components (Figure 1).

- Multi-stakeholder participative process in which the community sets out its vision and priorities, ideally as part of local development plans and supported by perception surveys and other stakeholder feedback, including individual testimonials.
- A life of mine strategic approach, based on the mine's business context and strategic plan.
- Program evaluation of specific initiatives to identify outputs.

- Assessment of social and economic outcomes through:
  - Company information on wages, procurement, taxes, and community investment (Benefit footprint measured annually and cumulatively over life of mine).
  - Publicly available socio-economic data for the local area pre-, during and post-mine life.
  - Periodic socio-economic studies in the areas of our operations.
- Assessment of contribution to the SDGs through qualitative and, where available, quantitative assessments.
- Impacts on well-being assessed through perception studies.

We use frameworks for measuring well-being, such as the [Devonshire Initiative's CommWell framework](#) and the [Social Progress Index](#) to help inform strategy and measure progress towards targeted outcomes and, where possible, link these outcomes to the SDGs. We recognize that the economic output of a mine compared to that of the local community varies significantly across our operating locations. This affects what development outcomes may or may not be measurable. Our intent is that this collaborative approach to community development contributes to growing trust between the company and the community, resulting in a productive relationship.

Figure 1: Approach to Local Benefits



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For **local employment**, our approach is based on fairness of opportunity for people in the local mine area balanced against a level playing field for all nationals. This involves actions such as identification of vulnerable groups and implementation of education programs, skills training and internships. Regardless of the nature of the employment opportunity or Kinross location, we adhere to the principles of consistency and non-discrimination as outlined in our [Code of Business Conduct and Ethics](#), a corporate – wide commitment to abide by applicable human rights legislation and conform to all applicable laws and regulations. Our goal is to provide safe and fulfilling jobs for employees and be an employer of choice in our host countries and communities. Across all of our operations and projects, our human resources strategy is grounded in four key areas: talent planning, employee value proposition, organizational agility, and performance. Every Kinross operation has established practices and programs that encourage and promote the hiring of local talent. Under our SPMS framework, we track and report quarterly the number of employees residing in our benefit footprint area. We also report the percentage of workforce and management hired from within our host countries, a key performance indicator for the company.

For **local procurement**, our approach is to work with local suppliers to develop their capacity to effectively compete and win business from Kinross while meeting the Company's standards for ethical conduct, due diligence, quality of goods and services, health, environment and safety. In keeping with our Supply Chain Policy, certain sites and projects may develop and implement Local Procurement Procedures. Local Supply Chain Leads are responsible for developing and implementing local procurement procedures that make the most sense for their location, and seek input as needed from General Managers or Project Directors, as well as stakeholders in other departments, including Community Relations and Government Relations. Ensuring fairness and consistency are critical priorities and integral to our approach to responsible procurement. Across the company, we are committed to local procurement procedures that are:

- Provided in written form.
- Consider guidance from industry organizations.
- Define “local supplier” in a manner appropriate for that site, project or region.
- Identify key performance metrics.
- Approved by senior management and legal counsel.
- Reviewed periodically to ensure effectiveness and alignment with the objectives of the site, project or region.
- Subject to appropriate controls and administered in accordance with applicable laws.

The site supply chain lead should involve in-country and/or corporate legal and compliance functions as and when needed on governance aspects related to local procurement.

As in all areas of our financial performance, we take a disciplined approach to **tax strategy**. We actively monitor OECD initiatives and guidance as well as changes and amendments to local tax laws to ensure continued compliance in the countries where we operate. All the jurisdictions in which we operate are members of the [Global Forum on Transparency and Exchange of Information for Tax Purposes](#). Intercompany transactions, including the transfer of goods and services between affiliates, are disclosed to the relevant tax authorities as required. According to local tax laws and accepted international practice, all intercompany transactions between affiliated companies and the associated transfer pricing policies adhere to the arm's length principle and are documented and supported accordingly. Kinross is also subject to and compliant with country-by-country reporting requirements.

Risks pertaining to tax matters are identified, managed, monitored and reported separately through Kinross' Tax Risk Register which is part of the Kinross' Enterprise Risk Management Program.

Through our approach to [public policy](#), we engage with stakeholders, including government and elected authorities, on matters related to tax policy and regulation.

## Accountability

Our benefit footprint data provide a transparent country level report on payments to Governments. Additionally, we report on specific payments to governments in accordance with the Government of Canada's Extractive Sector Transparency Measures Act (ESTMA). Our ESTMA reports are available on the Kinross website, as well as the Government of Canada's ESTMA portal.

We provide data from our benefit footprint report to industry associations such as the World Gold Council and Mining Association of Canada, which produce their own reports on the contributions of their collective membership to host country economies. Benefit footprint and local development performance and initiatives are also reported annually in our Sustainability Report.

Matters pertaining to the benefit footprint and local development fall within our SPMS and as such are the functional responsibility of the Vice-President, Community Relations and Sustainability, reporting to the Senior Vice- President, External Relations who has management responsibility. Supervisory oversight and governance are the responsibility of the [Corporate Responsibility and Technical Committee \(CRTC\)](#) of the Board of Directors.

Employment is the responsibility of Kinross' human resources leader at each site, reporting to the General Manager. Site teams are supported by corporate resources. The Senior Vice-President Human Resources provides updates to the Board of Directors [Human Resource and Compensation Committee](#) on Kinross' human resources strategy.

At the site level, responsibility for local procurement lies with the Supply Chain Lead, reporting to the site General Manager. At the corporate level, accountability lies with the Director, Global Supply Chain, who reports to the Executive Vice-President, Finance and Chief Financial Officer. Oversight and governance resides at the CRTC of the Board of Directors.

Kinross' corporate tax obligations are the joint responsibility of our corporate office, led by the Vice-President, Tax, and local Kinross subsidiaries. Corporately, the Executive Vice-President and Chief Financial Officer is accountable for tax matters, including compliance and reporting which are reported quarterly to the Board of Directors. At the Board level, oversight of tax matters resides with the Audit and Risk Committee. To learn more, read the [Audit and Risk Committee Charter](#).

This policy statement 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 Benefit Footprint, Local Employment, Local Procurement, and Tax Transparency, all dated May 2024.



To learn more about local benefits and shared value, see our most recent [Sustainability Report](#).