

Stakeholder Engagement and Grievance Mechanism



Objective, Purpose, and Context

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

Stakeholder Engagement is the essential mechanism by which we develop and maintain transparent, meaningful and productive relationships with stakeholders at corporate, operations, projects, and other offices and exploration areas. Our *objective* is to enable our stakeholders’ participation in a meaningful way on matters that affect them and to ensure that their feedback, views and perceptions are taken into consideration by us. Through comprehensive stakeholder engagement Kinross can understand how its activities may impact stakeholders or create risks to them, as well as impacts and risks to our business.

We have identified Stakeholder Engagement as a material sustainability topic due to its importance to our stakeholders and to enterprise value. This sustainability policy statement also applies to the material topic Grievance Mechanism, as it applies to community grievances.

This sustainability policy statement describes:

- Scope and application: who is affected and where they can find information
- Material Impacts, Risks and Opportunities (IROs) and IRO Management
- Commitments and Strategy: how we aim to meet the policy statement objective
- Governance and Accountability: who is responsible from site level to Board of Directors

Scope and Application

This sustainability policy statement applies to:

- All Kinross geographies and assets, operations and projects
- The upstream and downstream components of our value chain.

Our stakeholders have been considered in this policy as described below.

Stakeholder	Policy value for stakeholders	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
Local Communities	To provide clarity on company commitments and approach	Effective management of this topic is essential for relationship quality
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	Adherence to applicable reporting, compliance and regulatory obligations is expected
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

Material Impacts, Risks and Opportunities

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

Impact	Risk	Opportunity
People – Inadequate stakeholder engagement could perpetuate grievances, social inequities and disruption, with a higher impact on vulnerable populations and low-income communities	Ineffective stakeholder relations and engagement with local community leaders can cause Kinross to lose its license to operate	By maintaining positive relations with stakeholders and demonstrating support for communities’ economic, social and cultural rights, Kinross maintains its social license to operate
A lack of effective grievance remedies throughout Kinross’ value chain can perpetuate injustice, inequality, and community harms and contribute to social division and conflict	Ineffective grievance mechanisms throughout Kinross’ value chain can erode community trust, harming Kinross’ social license to operate and reputation, and exposing Kinross to potential legal penalties	No financially material opportunities pertaining to grievance mechanisms

IRO Management

The potential effects of material IROs pertaining to this topic, as well as relevant IROs related to stakeholder engagement, including grievance mechanisms pertaining to community stakeholders, and Kinross’ measures to effectively manage.

Potential Effects of Sustainability-Related Impacts, Risks and Opportunities			Short-term (1 year)	Medium (2-5) and Long-term (>5 years)
		Financial performance	Major	Major
		Society and environment	Major	Major
IRO Management	Risk Assessment	• Updated quarterly through Kinross ERM Program		
	Due Diligence	• Socio-economic baseline and perception studies as relevant • Safety and Sustainability audits, site-level every three years • Responsible Gold Mining Principles (RGMPs), annual assurance		
	Recognized Standards	• RGMPs • European Union, European Sustainability Reporting Standards and required disclosures on affected communities		
	Training	• Training for community relations (CR) staff on Social Performance Management Standards; knowledge sharing between mine sites through site visits; conferences • Training for site managers and other site personnel on community engagement skills and best practices		
	Mechanisms for Management	• Social Performance Management System requirements See Figure 1 and Table 1		
	Monitoring and Reporting	• Quarterly reporting from sites to corporate; summary performance metrics reported quarterly to the Corporate Responsibility and Technical Committee (CRTC) of the Kinross Board of Directors (internal) • Annually in the Kinross Sustainability Report (external)		

Commitments and Strategy

Kinross' *commitment* to stakeholder engagement is embedded in our [Safety and Sustainability Policy](#) and the global principles which we follow. Our **Government Relations Policy** also provides a robust policy framework and guidance for Kinross' relationships with elected and unelected government and political officials at all levels. Kinross' [Shareholder Engagement Policy](#) articulates our corporate *commitment* to engaging in constructive and meaningful dialogue with the owners of the Company, our Kinross shareholders. We are committed to conformance with the World Gold Council's **Responsible Gold Mining Principles**, including **Principles 2 (2.2 Stakeholder Engagement), 5 and 7**.

We are also *committed* to supporting progress towards the **Sustainable Development Goals (SDGs)**. **SDG 17**, (Partnerships for the Goals), is of relevance for Stakeholder engagement. Kinross and its stakeholders may partner to advance the goals of the SDGs, as well as manage impacts caused by our activities.

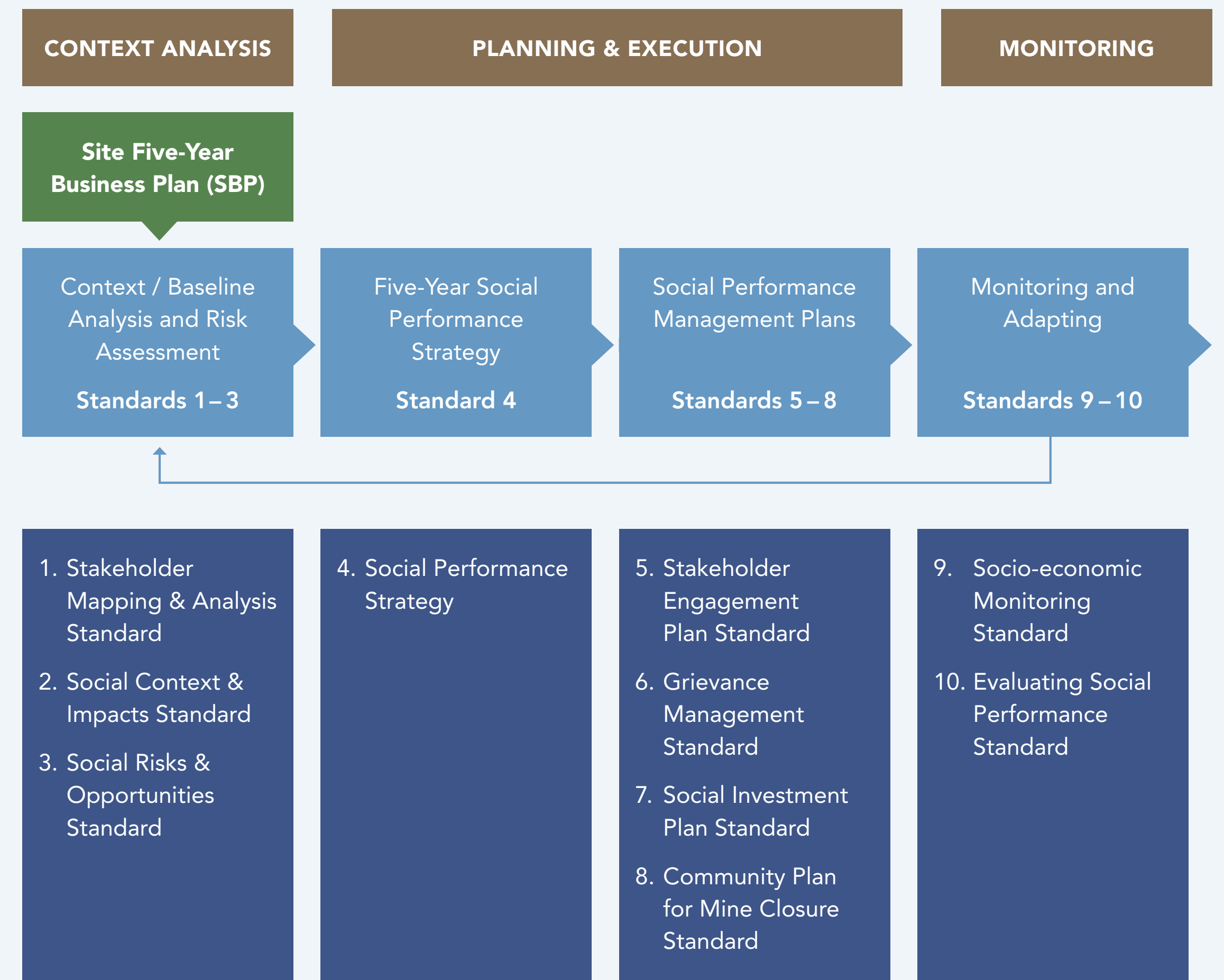
Stakeholder Engagement in Affected Communities

Our *approach* to Stakeholder Engagement is driven by our Social Performance Management System (SPMS) which provides clear intent, expectations, and guidance for sites about how we operate within communities and broader society and is integral to building stakeholder trust necessary to support our business strategy over the short, medium and long term. The SPMS contains 10 Social Performance Standards (Figure 1) and acknowledges that "license to operate" requires an integrated, strategic approach involving all site functions, with overall accountability resting with the site General Manager.

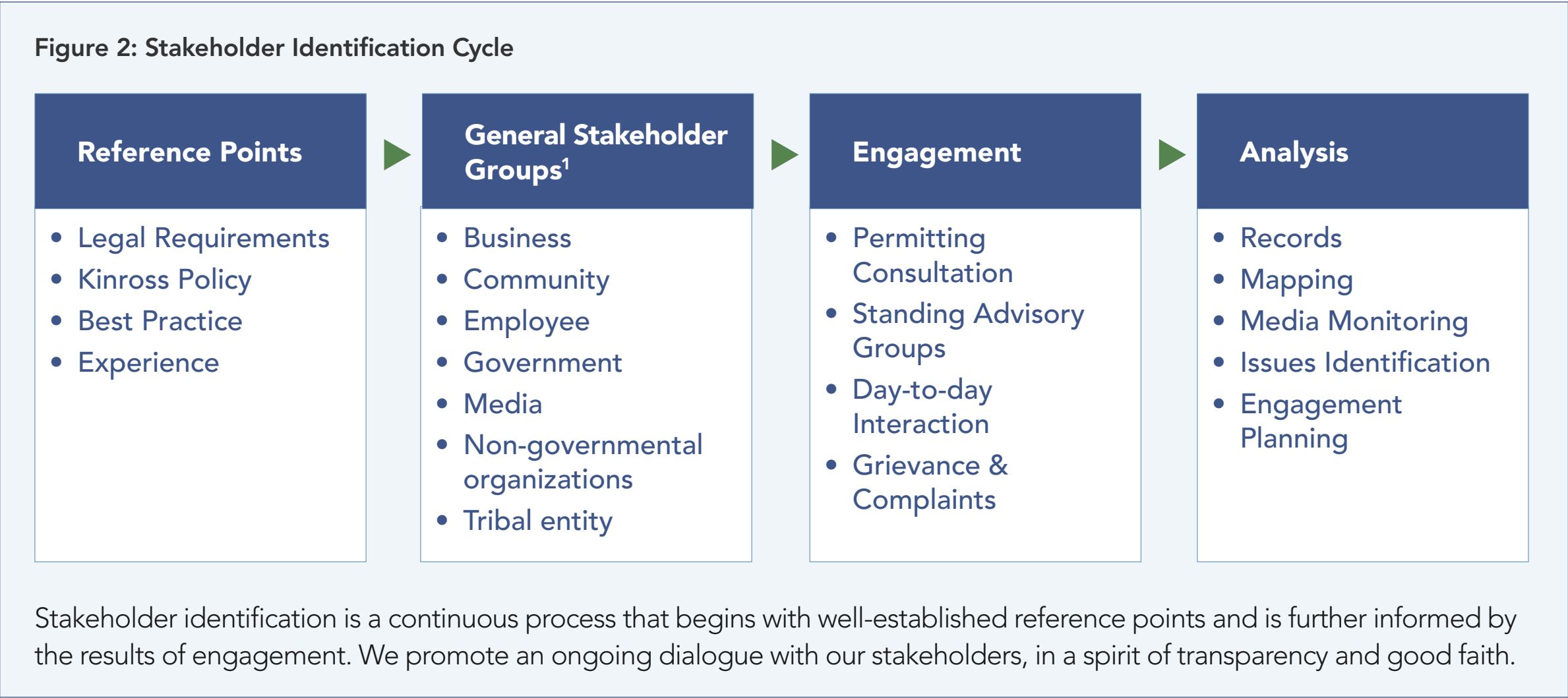
At the project and operations level, stakeholder engagement enables us to develop relationships with a broad range of stakeholders and is our primary way of understanding how our projects and operations impact local communities and how the local context affects our operations. We focus on developing strong relationships, leading to growing trust and productive outcomes. This occurs through genuine dialogue based on active listening. Our goal is to understand our neighbours and their cultures, interests, needs and concerns, while also being able to talk about our activities and objectives, leading to mutual understanding. While this Sustainability Policy Statement considers all groups of people with whom we engage including Indigenous peoples, we note and respect, that Indigenous Peoples are considered rights holders due to the unique connection with the land through time (see [Sustainability Policy Statement, Indigenous Communities](#)).

All Kinross sites are expected to operate in accordance with our SPMS (see Figure 1). We require all sites, including both development projects and active operations, to maintain a stakeholder registry, mapping of stakeholders and engagement strategy. A core component of each site strategy is the stakeholder identification cycle (see Figure 2), a continuous process that starts with well-established reference points and is further informed by the results of engagement. We promote an ongoing dialogue with our stakeholders, in a spirit of transparency and good faith. We conduct studies to identify and understand the specific needs of stakeholder groups which would be considered as vulnerable to negative impacts and to potential exclusion from positive benefits arising from mining activity. From a human rights perspective, vulnerable groups that require specific protection are a) children; b) migrants; c) women; d) religious and ethnic minorities; e) Indigenous Peoples; and f) people with disabilities.

Figure 1: Social Performance Standards and Management Process



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We use a variety of formal and informal engagement channels including:

- Consultation meetings with representatives of local government, Indigenous peoples, and other community leaders
- Formal dialogue groups, planned individual meetings and stakeholder committees with regular planned meetings
- Annual (or more frequent) public update meetings
- Partnerships with local groups, including community environmental monitoring
- Presentations to stakeholder groups in the community, business, government and academia
- Mine tours for the public and special groups such as employees’ families and schools, subject to site context
- Participation in local cultural and sports events
- Virtual interactions through programmed meetings using established meeting platforms, plus interactions through digital messaging channels
- And daily informal, impromptu conversations

Across our operations and projects, we implement social performance processes to manage impacts and risks and develop opportunities in affected communities (Table 1). We require our sites to measure and report performance metrics quarterly to access the effectiveness of our actions. To measure outcomes, we conduct studies and leverage public domain information where available.

Site	Community Group	Management Processes
Paracatu, Brazil	Alto da Colina, Santo Eduardo, Bela Vista II, Amoreiras II, São Domingos	• Internal task force for coordination of strategy and actions • Grievance mechanism • Stakeholder engagement plan • Social investment strategy
	Santa Rita, Lagoa, Cunha	• Cross-functional approach • Grievance mechanism • Stakeholder engagement plan • Social investment strategy • Training for community on safety and emergency response
	Paracatu – various	• Crisis management protocol with staff and external stakeholders
	Caçu and Cachoeira	• Cross-functional approach • Grievance mechanism • Stakeholder engagement plan • Training for community on safety and emergency response
La Coipa	Seven Colla communities (Pai Ote, Pastos Grandes, Sol Naciente, Comuna de Copiapó, Sinchi Wayra, Runa Urka, Candelaria Cardozo)	• Formal agreements in place (Phase 7 environment and social programs) since 2015 • Framework relationship agreements being implemented • Process agreements in place for permitting work (e.g., baseline studies) • Social investment strategy • Grievance mechanism • Stakeholder engagement plan
Tasiast, Mauritania	Zone A communities	• Relationships – planned engagements • Internal protocol for local employment plus skills training plan • Grievance mechanism • Social investment strategy
Fort Knox, Alaska, U.S.A.	Cleary Summit	• Relationships – planned engagements • Grievance mechanism

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Site	Community Group	Management Processes
Manh Choh, Alaska, U.S.A.	Tetlin, Tok, and other more distant communities	- Local employment and training strategy - Project infrastructure (campus for workers) located in local community - Community agreement in place with Tetlin - Stakeholder engagement and social investment program
	Tetlin and Tok	- Commitment register – agreement in place with Tetlin community for an elders’ home, to be built post-closure - Community foundation established, in support of legacy strategy and ongoing social investments - Integrated closure plan
	Tetlin, Dot Lake and other more distant Indigenous communities	- Annual benefits agreement with Tetlin community - Cultural training for employees - Grievance mechanism
Manh Choh/Fort Knox, Alaska, U.S.A.	All communities between Manh Choh and Fort Knox	- Cross-functional Kinross team to manage ore haulage plan - Planned, regular interaction with business partner implementing ore haul - Engagement plan with key stakeholders for information sharing and issues management - Communications plan - Incident response plan
Round Mountain, Nevada, U.S.A.	Round Mountain	- Stakeholder engagement plan - External assessment of stakeholder views through perception survey - Integrated closure plan update - Social performance strategy in support of new business context
Bald Mountain, Nevada, U.S.A.	Jiggs & Access Road Ranchers	- Grievance mechanism - Internal awareness campaign - Site departmental collaboration - Consistent, collaborative engagement with the ranchers
Round Mountain & Bald Mountain, Nevada, U.S.A.	Western Shoshone communities	- Planned interactions with Duckwater (both sites) and Yomba (Round Mountain) Western Shoshone communities - Formal agreements

Site	Community Group	Management Processes
Great Bear Project, Ontario	Wabauskang First Nation and Lac Seul First Nation	- Indigenous engagement plan - Grievance mechanism - Cultural ceremonies - Formal agreements
	Northwestern Ontario Métis Community (IP)	- Indigenous engagement plan - Grievance mechanism - Cultural ceremonies - Formal agreements
	Asubpeeschoseewagong NetumAnishinabek (Grassy Narrows) First Nation (IP)	- Indigenous engagement plan and relationship agreement - Grievance mechanism - Formal agreements
	Red Lake Ear Falls	- Stakeholder engagement plan - Grievance mechanism - Accommodation strategy
Lobo-Marte, Chile	Eight Colla Communities (Pai Ote, Pastos Grandes, Sol Naciente, Comuna de Copiapó, Sinchi Wayra, Runa Urka, Candelaria Cardozo, La Cortader)	- Framework relationship agreements - Stakeholder engagement plan - Grievance mechanism
Kettle River-Curlew, Washington, U.S.A.	Curlew	- Planned engagements with local residents - Impact mitigation through cross-functional coordination - Grievance mechanism
Kettle River-Curlew, Washington, U.S.A.	Colville Confederated Tribes (CCT)	- Indigenous engagement plan - Grievance mechanism
Maricunga, Chile	Rio Jorquera (Colla)	- Facilitated engagement - Grievance mechanism - Commitment register - Formal agreements

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To continuously improve our community relations work across the company, we conduct regular training for site community relations staff, including visits between different mine sites and attendance at conferences and meetings. At our mine sites, the community relations team organizes training for site managers and other site personnel who have contact with stakeholders regarding their normal responsibilities.

Stakeholder Engagement – Corporate

At the corporate level, our key stakeholders include: investors, the financial community, employees, industry peers, research and academic community, media, public officials, as well as Non-Governmental Organizations, think tanks and charitable organizations, amongst others (see Table 2). Across the organization, we engage formally and informally to build respectful and transparent relationships with those stakeholders whose perspectives and actions can influence our business and, where in turn, our business activities can impact them. This engagement is essential to our business strategy and approach to sustainability, providing opportunities to explain company strategy and performance, while receiving feedback and guidance on matters of importance to stakeholders. Engagement with corporate stakeholder groups is conducted by a broad range of functional areas including, senior leadership, investor relations, sustainability, government relations, human resources, communications, technical services, finance, treasury, community relations, and others.



TABLE 2: Kinross stakeholder groups and engagement

AN – Annual Q – Quarterly W – Weekly O – Ongoing OT – One Time P – Periodically

Stakeholder Group	General Topics Raised	Engagement methods
Employees	• Health and Safety • Ethical Business Conduct • Mental health, wellness and well-being • Diversity, Equity and Inclusion • Leadership and Talent Development • Performance Management • Total Rewards • Privacy and Cybersecurity • Sustainability Topics	• Training and learning (LinkedIn, Kinross University, workshops) (O) • Global Webinars and Events intended to support and foster belonging (O) • CEO Town Halls (Q) • Kinross World – online employee newsletter available in four languages (O) • SLII® Leadership Program, emerging leaders (O) • Leading the Kinross Way (OT) • Performance Management Process (O) • Double Materiality Assessment (AN)
Investors, shareholders, rating agencies, lenders, and analysts	• Strategy • Quarterly financial and operational performance • Great Bear Project, growth projects (Round Mountain Phase X, Bald Mountain Redbird, Kettle River-Curlew) • Growth targets • Sustainability topics, including nature/Task Force on Nature-Related Financial Disclosures, and climate	• “Say on Pay” shareholder outreach program (AN) • Investor calls/presentations (Q-minimum) • Global mining and metals and investor conferences (A) • Sustainability/ ESG ratings (O) • Annual Meeting of Shareholders (AN)
Host communities	• Indigenous relations • Shared economic benefits • Partnerships and collaboration • Community development • Local community and local business opportunities • Transportation • Environmental topics, including water, dust, noise, tailings storage, climate • Emergency preparedness • Life of mine	• Early informed consultation with Indigenous and local communities related to our development projects in Canada and Chile (O) • Engagement with local communities regarding mine impacts, transportation safety, tailings management and other impacts (O) • Community development plans and projects at all sites (O) • Community events (O) • Open houses (P) • Site visits (P)

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AN – Annual Q – Quarterly W – Weekly O – Ongoing OT – One Time P – Periodically

Stakeholder Group	General Topics Raised	Engagement methods
Media	- Company performance - Project updates progress, milestones, and resource updates - Sustainability and industry topics	- Site visits, participation in local conferences, and general updates (O) - CEO interviews for print and broadcast media (P) - Media interviews (P)
Governments and regulators	- Permitting - Compliance with laws and regulations - Tax and royalty contributions - Employment - Infrastructure and power - Generating shared value – Kinross’ contribution to national and local socio-economic development - Biodiversity including land use - Integrated mine closure - Project updates: permitting milestones, jobs, roads, community investment, environmental protection	- Meetings with governments and elected representatives of our host countries (O) - Site visits (P) - Engagement with industry trade groups, associations, and organizations across jurisdictions pertaining to industry and policy matters (O) - Policy advocacy (P) - Joint conferences and international events and conferences (AN)
Insurers	- Potential physical damage and business disruption claims - Operations/growth projects - Labour negotiations - Regulatory and political context - Asset Management/Asset Integrity material topics and related risk mitigation	- Annual site surveys with in-person visits with engineering consultants and insurers to operating sites (AN) - Annual insurance renewal presentations for property, liability, bullion, cargo and Directors & Officers to insurance markets in Canada, UK, and Bermuda (AN) - Climate risk/scenario analysis (A)
Refiners	- Requirement for external refiners to comply with the London Bullion Metal Association (LBMA) Responsible Sourcing Program - Our commitment to only engage with LBMA-accredited refineries to refine doré into gold and silver bars	- Annual Conflict-Free Gold Report in accordance with the World Gold Council’s Conflict-Free Gold Standard (AN) - Refining contracts with refiners on the LBMA Good Delivery List and information on refineries used by Kinross sites (AN)

AN – Annual Q – Quarterly W – Weekly O – Ongoing OT – One Time P – Periodically

Stakeholder Group	General Topics Raised	Engagement methods
Suppliers and contractors	- Responsible Procurement and Kinross Supplier Standards of Conduct - Supplier Due Diligence certification - Supplier performance, market developments and updates - Human Rights - Kinross’ GHG strategy and electric equipment technologies for energy suppliers - Scope 3 emissions - Water security and management - Supplier due diligence focused on anti-corruption and bribery - Raw material and input cost markets, trends and projections - Continuous improvement opportunities to reduce costs - International Cyanide Management Code Adherence and certification - Business partner/contractor management, specifically health and safety procedures related to hazardous materials handling and transportation	- New supplier due diligence (OT) - Supplier certification to our Supplier Standards of Conduct (OT) - Supplier forecasts to develop cost guidance for key consumable budgets (O) - Sustainability outreach on Scope 3 emissions, modern slavery, water and general approach (A)
NGOs, multinational organizations, industry associations, think tanks, and civil society	- Social performance - Cross-sector collaboration - Indigenous Peoples (rights holders) - Relationships with stakeholders - Generating value - Beneficial ownership - Biodiversity, including land use - Climate change	- Responsible business organizations – webinars and conferences (O) - University partnerships on technical topics (geology, geotechnical, tailings and other), student training and support, and workplace inclusion (O) - Conservation organizations for biodiversity and habitat restoration (O) - Development and social NGOs for local development and dialogue (O) - Industry associations across jurisdictions pertaining to industry matters, standards, energy and climate change (O)

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Metrics and Targets

As part of the requirements of the SPMS, all site-level stakeholder engagements are tracked and analyzed to maintain documented records and inform the Company’s actions. Each site also tracks community perceptions through ongoing self-assessment of relationship quality using an internal assessment tool, as well as periodic (generally every 2 to 3 years) surveys conducted by independent providers. We track and measure our performance in line with the metrics and progress against targets.

Stakeholder Engagement Metrics and Targets

Topic	Metrics	Targets
Stakeholder Engagement	Lagging Indicators - Community Incidents (#) Proactive Drivers of Community Relations (CR) Relationship Quality - Level 1 and Level 2 grievances - Positive feedback - Media mentions - Results of public opinion surveys - Stakeholders engaged per day per site (# of people) - Key stakeholder interactions vs planned - Percent of employees engaged on CR matters Social Investment - Local Contributions # employees and business partners from ‘local’ area vs January baseline; - Community Investments, beneficiaries and outcomes	Lagging Indicators - Zero level 3 incidents and above Proactive Drivers of Community Relations > 3 engagements per day per site - Maintain planned stakeholder interaction rate at 85% or greater 100% grievances resolved within target timeframe - Total positive feedback at least nine times > than negative feedback

Governance and Accountability

Governance and supervisory oversight of site-level stakeholder engagement resides with the Corporate Responsibility and Technical Committee of the Board of Directors. Management responsibility is with the Executive Vice-President and Chief Financial Officer. Functional responsibility resides with the Vice-President, Community Relations and Sustainability. At our operations, responsibility for stakeholder engagement resides with our General Managers.

Accountability

Reporting on performance for stakeholder engagement is provided through Kinross’ annual [Sustainability Report](#). Ongoing communication of initiatives and results is conducted through Kinross’ social media channels.

Document control

This sustainability 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.

This policy statement forms an integral part of Kinross’ 2025 Sustainability Disclosures, approved by Board resolution on 27-May 2026 and replaces Sustainability Policy Statement, Stakeholder Engagement, dated May 2025.



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