

Crisis Response

Objective, Purpose, and Context

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

Our business activities require us to have robust systems in place to prevent and mitigate the risk of crises and emergencies at every operation and project where Kinross has a presence. Our business success depends upon ensuring that when crisis situations arise, Kinross’ response is swift, effective and is managed in accordance with our protection priorities of people, environment, assets, reputation and livelihood (PEARL).

Our objective is to develop, maintain, and test emergency response plans based on national regulations and international good industry practice guidelines, ensuring the involvement of potentially affected stakeholders.

We have identified Crisis Response as a material sustainability topic for Kinross and a priority for the Company, of critical importance to our stakeholders and the success of our business.

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 policy statement applies to:

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

Our stakeholders have been considered in this sustainability policy statement 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 and Environment – Inadequate crisis preparedness and response can severely harm the people and the environment surrounding operations	Poor crisis and conflict management can damage Kinross’ social license to operate, create operational disruptions, and cause financial impacts (e.g., penalties and corrective action)	No financially material opportunities
	Perceived lack of crisis response and risk management systems by stakeholders can make it difficult for Kinross to obtain permits	



IRO Management

The potential effects of material IROs pertaining to this topic 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	Moderate	Moderate
		Society and environment	Major	Major
IRO Management	Risk Assessment	• Updated quarterly through Kinross ERM Program		
	Due Diligence	• Safety and Sustainability Audits, (emergency response measures) site-level every three years • International Cyanide Management Code, certification and recertification (three-year cycle) • Responsible Gold Mining Principles (RGMPs), annual assurance		
	Recognized Standards	• ISO 22361 Strategic Crisis Management capability • International Cyanide Management Code		
	Training	• Training requirements under Incident Management Standard, Environmental Management System (EMS) and Global Health and Safety Management Systems (GHSMS) • Crisis and emergency response training and formal mock scenarios to test emergency skills, at a minimum annually • Enterprise-wide crisis management planning/workshops and mock scenarios		
	Mechanisms for Management	• Kinross Crisis Management Guidance • Environmental Incident Management Standard (EMS) • Emergency Response Plans (all sites), GHSMS • Stakeholder Mapping and Analysis Standard, Social Performance Management System		
	Monitoring and Reporting	• Annually in Kinross Sustainability Report (external)		

Commitments and Strategy

As a senior gold company, Kinross is *committed* to the membership requirements of the World Gold Council through its **Responsible Gold Mining Principles**. This includes **Principle 4, Safety and Health**, specifically Community Health and Emergency Planning (4.4).

We are also committed to supporting progress towards the **Sustainable Development Goals** (SDGs). Kinross is focused on **SDG 3** (Good Health and Well-being) and **SDG 16** (Peace, Justice, and Strong Institutions), which broadly connect to Kinross’ priority focus on the protection, health, safety and well-being of people, host communities and the environment and commitment to collaboration with governments and emergency/first responders at all levels to prepare for and respond in times of crisis.

Our *approach* to crisis response is driven by Kinross’ Crisis Management Guidance. Aligned with the globally recognized ISO 22361 guidelines for crisis management, Kinross’ guidance is applied globally and to all Kinross managed and contractor-controlled areas involved in mining, processing, project development, and support facilities, as well as exploration and legacy sites. At the corporate level, the Steering Committee for Fire Prevention has a mandate to share best practices around fire prevention, detection, and mitigation. All sites are required to maintain Emergency Response Plans (ERPs), which are reviewed annually to ensure that they are current. All sites are required to complete annual crisis and emergency response training and formal mock scenarios, conducted annually at a minimum at all sites, to test the skills of the emergency response teams. Key topics covered during site training include: crisis communication, Kinross’ Crisis Management Plan (scope, application and process) as well as roles and responsibilities of Site Crisis Management Teams, including General Managers. As part of the site-level training, an escalation process to corporate is well-defined.

Mine rescue teams are in place at all active mining operations.

Kinross sites also collaborate with local communities, first responders, and civil defense. At Paracatu, the site uses the APPELL mutual aid plan framework, and mock scenarios and drills are planned and implemented as multistakeholder events.

Our crisis management framework is supported by Kinross’ Environmental Incidence Management Standard, part of our Environmental Management System and our Social Performance Management System Standards, including site-level requirements for maintaining an up-to-date stakeholder register to support efficient emergency response in host communities, and grievance mechanism.

Metrics and Targets

We track and measure our performance in line with the metrics below and our progress against targets.

Crisis Response and Risk Management Metrics and Targets

Topic	Metrics	Targets
Crisis Response and Risk Management	Percentage of sites that completed crisis management training	- Ensure crisis management training is completed at 100% of sites 100% of sites conduct a minimum of one emergency response drill

Governance and Accountability

Supervisory level oversight resides at the Audit and Risk Committee and the [Corporate Responsibility and Technical Committee](#) of the Kinross Board of Directors. Management responsibility resides with the Executive Vice-President and Chief Operating Officer. Functional responsibility resides with the Vice-President, Health and Safety.

Accountability

Reporting on performance for Crisis Response and Risk Management is provided through Kinross’ annual [Sustainability Report](#).

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. It forms an integral part of Kinross’ 2025 sustainability disclosures, approved by Board resolution on 27-May 2026, and replaces prior document – Sustainability Policy Statement, Crisis Response dated May 2025.



To learn more about crisis response
[Sustainability Report](#).