

Diversity, Equity and Inclusion (DEI)



Our Responsibility

As a global company, we have a responsibility to foster a culture of inclusion across our operations and projects, promote diversity, equal opportunity, and to treat people fairly.

Our Commitment

As a global company, we are committed to embracing and promoting diversity, equity and inclusion across all parts of our business. We respect and value people of all backgrounds and believe that diversity of thought, experience and background helps unlock greater value for our business. We are committed to a work environment in which all employees are treated with dignity, a culture which promotes learning and open communication, and one in which there is access to remedy.

The [Kinross Way for Diversity, Equity and Inclusion](#) embeds our commitment to equity across all dimensions of diversity and to foster an inclusive and respectful work environment. Our pledge to champion diversity is also embodied in other Kinross policies including:

- [Kinross’ Code of Business Conduct and Ethics](#) (The Code), which covers inclusion and non-discrimination based on race/ ethnicity, nationality, religion, sexual orientation, family responsibilities including pregnancy, disabilities and age, and reinforces our role as an equal opportunity employer and our commitment to fair employment
- The Board of Director’s Diversity Policy, which sets out expectations that the composition of the board will reflect a diverse mix of skills, experience, knowledge and backgrounds, and also targets 33% female representation at the Board level
- Kinross’ [Safety and Sustainability Policy](#)
- Kinross’ [Supplier Standards of Conduct](#) which describe our expectations of our Suppliers across a range of responsible business topics

Our commitment to Diversity, Equity and Inclusion is aligned with our conformance to the **World Gold Council’s Responsible Gold Mining Principles – Principles 5 and 6.**

Responsible Gold Mining Principle			
	5.1 UN Guiding Principles on Business and Human rights		6.2 Preventing discrimination and bullying 6.5 Diversity 6.6 Women in Mining

Our Approach

Our approach to DEI is focused across five key areas: communications, education, support, engagement and well-being, and community partnerships, which together comprise our DEI strategy. This comprehensive approach to DEI is guided by the Kinross Global Diversity, Equity, and Inclusion Council (GDEIC) which champions DEI across the organization, under the overall leadership of the CEO who is the Executive Sponsor of DEI for Kinross.

Key elements of our approach include:

- **DEI Communications** – Our goal is to help build awareness of DEI concepts by delivering regular communications to employees. Our “DEI corner” is an online learning hub providing our employees with access to workshops and training in DEI, as well as feature DEI-related stories shared by employees. The online portal also includes a monthly DEI calendar highlighting cultural observances and commemorative days, as well as DEI activities and events.
- **DEI Education for People Leaders and Employees** – Our DEI Learning Hub supports our work to create a culture that supports ongoing conversations about DEI. Flagship elearning programs for people leaders and employees include DEI Fundamentals and Diversity Inclusion and Belonging programs for employees and for leaders in all languages spoken at Kinross. Other offerings include DEI in a minute, micro learnings designed to reach employees in the field or outside of an office environment and DEI 101 course integrated into our onboarding and for all new hires.
- **Support for DEI Transformation** – Includes our flagship programs focused on gender including learning and coaching through Women at Kinross, and a cross-Company initiative International Women in Mining. We also celebrate our culture through global events and webinars to support and foster belonging, such as Pride Month, Black History Month, International Women’s Day, and others.
- **Engagement and Well-being** – 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.

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- **Community Partnerships** – We engage with external partners and work together to enhance our understanding of DEI, benchmark our performance and to draw upon the expertise and experiences of others to develop practices and programs that advance DEI 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. A key component of our DEI strategy is measuring our progress. 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 DEI 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.

At the corporate level, we are strengthening diversity by ensuring inclusive environments for teams at the highest levels of the Company. Our Senior Leadership Team, Leadership Advisory Team and General Managers are all trained in unconscious bias and inclusive leadership. DEI metrics linked to our Diversity Action Plan are included in our Short-Term Incentive plan for our Senior Leadership Team. Our Director for Talent and Engagement is on our ESG Steering Committee, reflecting the importance of DEI as a material ESG topic for Kinross.

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

Accountability and Reporting

The GDEIC is responsible for oversight of our DEI strategy while our human resources department is responsible for our DEI strategy and program implementation, under the leadership of the Senior Vice-President, Human Resources. The GDEIC is accountable for formulating and implementing policies addressing DEI, defining the framework for training and development, and delivering on the DEI Action Plan. Management responsibility for DEI resides with the Senior Vice-President, Global Human Resources who is also a member of Kinross’ Senior Leadership Team, co-chair of the Executive ESG Committee, and reports to the Chief Executive Officer.

Management provides updates to the Board of Director’s [Human Resource and Compensation Committee](#) on Kinross’ human resources strategy. Emerging trends, regulations and reporting requirements with respect to diversity and inclusion are also considered annually by the Corporate Governance and Nominating Committee of the Board of Directors.

Performance on the company’s progress towards its DEI goals is described in Kinross’ annual Sustainability Report, other disclosures, internal communications as well as ongoing communications through the company’s social media channels.



For more information on workforce diversity and inclusion initiatives, see our most recent [Sustainability Report](#).