Stakeholder Engagement

Responsible Gold Mining Principle	
2. Understanding our impacts	2.1 Risk Management 2.2 Stakeholder engagement 2.4 Impact assessment 2.5 Resolving Grievances
5. Human rights & conflict	5.1 UN Guiding Principles
7. Working with communities	7.1 Community consultation 7.2 Understanding Communities 7.4 Seeking Community Support

Our Responsibility

Kinross has a responsibility to develop and maintain transparent, meaningful and productive relationships with stakeholders both corporately and in the communities where we operate. It is our responsibility to enable our stakeholders' participation in a meaningful way in matters that affect them, and to ensure that their feedback and perceptions are taken into consideration by us. This responsibility extends to all our stakeholders across different levels of the company, from projects to operating site to corporate. Through comprehensive stakeholder engagement Kinross can understand how its activities may impact stakeholders or create risk to them, as well impacts and risks to our business.

Our Commitment

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 – Principles 2, 5 and 7.**

Our Approach

Corporate-level Engagement

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 1 for full list). 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, ESG strategy, government relations, human resources, communications, technical services, finance, treasury, community relations, and others (See Table 1).

Table 1: Stakeholder Engagement

Stakeholder Group	Types of Topics Raised
Employees	• Health and Safety Ⓜ • Mental health, wellness and well-being • Flexible/hybrid work • Diversity, Equity and Inclusion Ⓜ • Leadership and Talent Development Ⓜ • Total Rewards • Privacy and Cybersecurity Ⓜ • Truth and reconciliation
Investors, shareholders, rating agencies, lenders, and analysts	• Financial and operational performance • Capital allocation • Great Bear and other projects • Stock performance and valuation • Growth targets • Executive compensation • Climate change Ⓜ • Energy Strategy and Reduction targets • Tailings and Mineral Waste Ⓜ
Host communities	• Relationships with stakeholders Ⓜ • Indigenous Peoples Ⓜ • Partnerships and collaboration • Community development • Local community and local business opportunities • Impacts from operations, especially traffic (noise/dust) and environment • Emergency preparedness • Water use and water risk Ⓜ
Media	• Strong Company performance • Great Bear Project resource updates • ESG and industry issues • Completion of projects in Mauritania and Chile
Governments and regulators	• Safe operations and responsible business conduct • Tax and royalty contributions • Compliance with law and regulation • Employment • Infrastructure and power • Generating Shared value – Kinross contribution to national and local socio-economic development Ⓜ • Biodiversity including land use Ⓜ • Respect for rule of law • Integrated mine closure Ⓜ • Projects update: permitting milestones, jobs, roads, community investment, environmental protection

Stakeholder Group	Types of Topics Raised
Insurers	• Potential physical damage and business disruption claims • Operations/projects • Risk mitigation measures • ESG material topics and related risk mitigation
Refiners	• Requirement for external refiners to comply with the London Bullion Metal Association (LMBA) Responsible Sourcing Program • Our standard to only engage LBMA accredited refineries to refine doré into gold and silver bars
Suppliers and contractors	• Responsible Procurement Ⓜ • Ethics and transparency Ⓜ • Supplier performance, market developments and updates • Kinross' GHG strategy and electric equipment technologies for energy suppliers • Scope 3 emissions • Supplier due diligence focused on anti-corruption and bribery • Raw material and input cost markets, trends and projections • Continuous improvement opportunities to reduce costs • Kinross supplier standards of conduct • International Cyanide Management Code adherence and certification • Contractor management, specifically health and safety procedures related to hazardous materials handling and transportation • Water use Ⓜ
NGOs, multinational organizations, industry associations, think tanks, and civil society	• Social performance • Cross-sector collaboration • Indigenous Peoples Ⓜ • Relationships with stakeholders • Generating value Ⓜ • Anti-racism • Beneficial ownership • Biodiversity, including land use Ⓜ • Climate change Ⓜ

Ⓜ indicates material topic

Community Engagement

At the project and operations level, stakeholder engagement is the core activity in our Social Performance Management System (SPMS) framework. It 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.
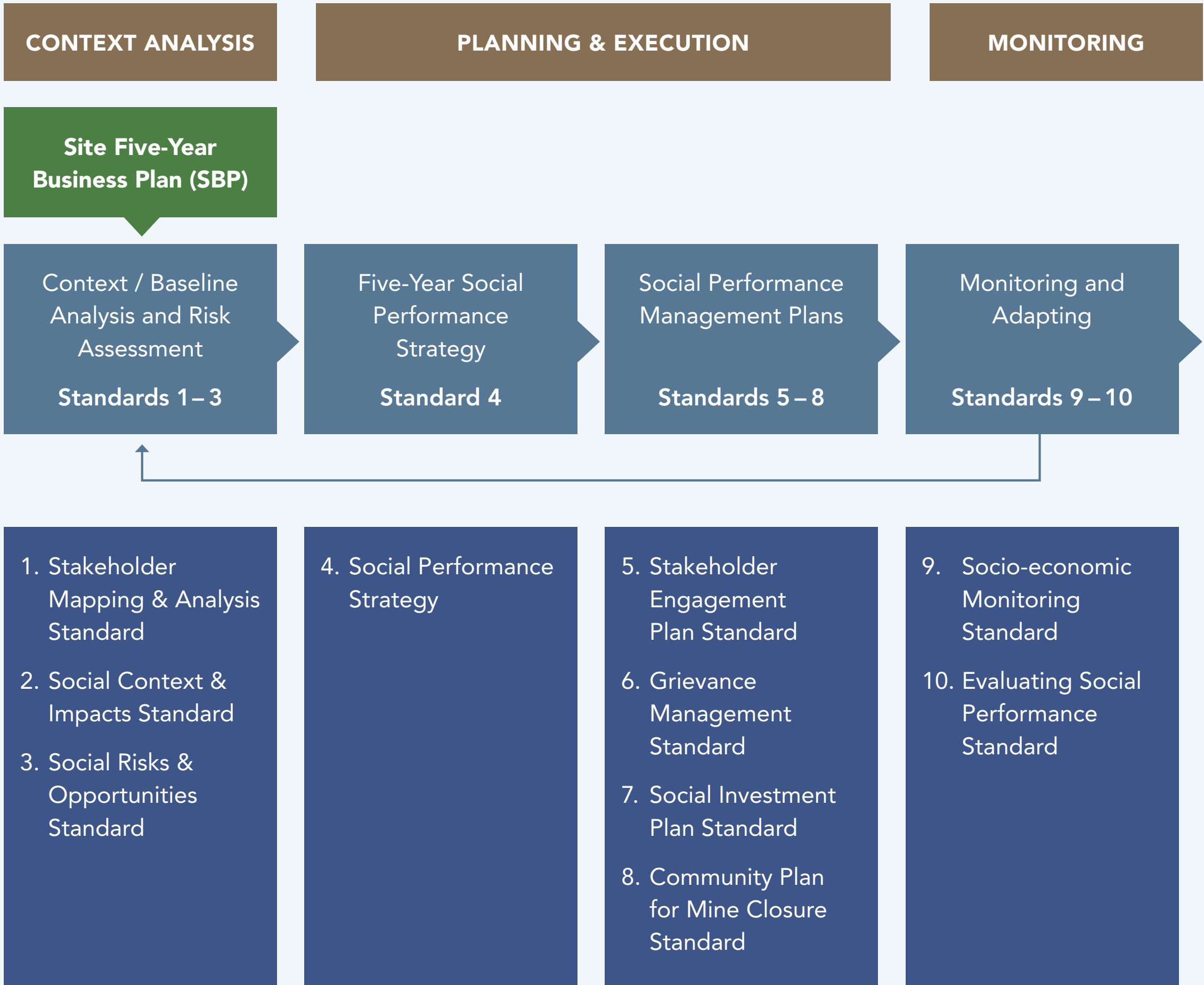
We focus on developing strong relationships, leading to growing trust and productive outcomes. This occurs through genuine dialogue based on active listening. Our goal is to understand our neighbours and their cultures, interests, needs and concerns, while also being able to talk about our activities and objectives, leading to mutual understanding.

All Kinross sites are expected to implement our Social Performance Standards (see Figure 1). We require all our 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. In particular, 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. Vulnerable groups commonly include women, children and youth.

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

- Consultation meetings with representatives of local government 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

Figure 1: Social Performance Standards and Process

CONTEXT ANALYSIS	PLANNING & EXECUTION		MONITORING

Site Five-Year Business Plan (SBP)

Context / Baseline Analysis and Risk Assessment **Standards 1–3**	Five-Year Social Performance Strategy **Standard 4**	Social Performance Management Plans **Standards 5–8**	Monitoring and Adapting **Standards 9–10**
1. Stakeholder Mapping & Analysis Standard 2. Social Context & Impacts Standard 3. Social Risks & Opportunities Standard	4. Social Performance Strategy	5. Stakeholder Engagement Plan Standard 6. Grievance Management Standard 7. Social Investment Plan Standard 8. Community Plan for Mine Closure Standard	9. Socio-economic Monitoring Standard 10. Evaluating Social Performance Standard

All our operating sites have community grievance mechanisms in place to help ensure that stakeholder concerns are heard and resolved promptly following a transparent and well-established procedure. We assess grievances from the perspective of impacts to the stakeholder as well as to the company, considering frameworks such as the United Nations Guiding Principles on Business and Human Rights as well as best practice in social risk management (see Table 2).

Table 2 – Grievance Mechanism Criteria

Evaluation of impact to the stakeholders		
Criteria	**Criteria Description**	**Criteria factor**
Gravity (weighting 22%)	Loss of human life	**G5**
	Adverse health effects to a person resulting in long-term impact to quality of life (disability, illness)	**G4**
	Significant time limitation of access to basic needs (livelihood, etc.), highly valued cultural, social, economic assets, ecosystem services necessary for livelihoods)	**G3**
	Short-term limitation of access to basic needs	**G2**
	All other impacts	**G1**
Remediability (weighting 18%)	Very difficult or not possible to reinstate those adversely affected by the incident back to their pre-incident state. OR remediation provided creates permanent dependency on the site.	**R5**
	Difficult: Returning those affected to their pre-incident state requires significant effort and resources. OR remediation provided creates long-term dependency on the site.	**R4**
	Moderate: Time and intervention needed to reinstate those impacted by the incident back to their pre-incident state.	**R3**
	Easy: Quick and effective measures can be taken to bring those affected back to their pre-incident state.	**R2**
	No further actions are necessary in order to reinstate those adversely affected by the incident back to their pre-incident state.	**R1**
Extent (weighting 12.5%)	>1,000 people affected	**E5**
	101 – 1,000 people affected	**E4**
	11 – 100 people affected	**E3**
	3 – 10 people affected	**E2**
	1 – 2 people affected	**E1**
Vulnerability (weighting 12.5%)	>1,000 people are from vulnerable group (e.g., Indigenous, homeless, migrant, refugee, low income, women and children)	**V5**
	101 – 1,000 people are from vulnerable group	**V4**
	11 – 100 people are from vulnerable group	**V3**
	3 – 10 people are from vulnerable group	**V2**
	0 – 2 people are from vulnerable group	**V1**
Evaluation of impact to the Company (weighting 35%)		
Level 5	Operations shut-down due to major community incidents that affect the site's license to operate, disrupt normal business practice or trigger the need for corporate-level disclosure. Crisis management system activated.	L5
Level 4	Operations interruption due to community event that affects site's license to operate and may trigger the need for corporate-level disclosure. Crisis management system activated.	L4
Level 3	Minor disruption to operations due to community issues or events. Multiple functions involved in resolution, including corporate support.	L3
Level 2	No impact on operations. Community/stakeholder grievance managed and resolved through site grievance mechanism.	L2
Level 1	No impact on operations. Stakeholder complaint resolved through follow-up.	L1
Level 0	No impact on operations. Forward-looking thought on potential impacts (what hasn't happened yet). No follow-up needed.	L0

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Figure 2: Stakeholder Identification Cycle

Reference Points	General Stakeholder Groups[1]	Engagement	Analysis
• Legal Requirements • Kinross Policy • Best Practice • Experience	• Business • Community • Employee • Government • Media • Non-governmental organizations • Tribal entity	• Permitting Consultation • Standing Advisory Groups • Day-to-day Interaction • Grievance & Complaints	• Records • Mapping • Media Monitoring • Issues Identification • Engagement Planning

Stakeholder identification is a continuous process that begins 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.

As part of the requirements of the SPMS, all site-level stakeholder engagements are tracked and analyzed in order to inform the Company's actions. Metrics include:

• Number of interactions with stakeholders and percentage of planned interactions completed against plan

• Number of interactions with employees by community relations staff

• Positive and negative expressions of appreciation

• Number of positive, neutral and negative media articles covering the site

• Number of community issues, grievances, and complaints.

• Specific attention to resolution of grievances, to ensure that these are resolved within a specified time frame, including confirmation from the affected stakeholder that the grievance process has been fair and objective measured through satisfaction with both process and outcome

Each site also tracks community perceptions through periodic surveys conducted by independent providers.

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 conducts training for site managers and other site personnel who have contact with stakeholders with regard to their normal responsibilities.

Accountability and Reporting

Corporately, responsibility for stakeholder engagement resides with the responsible functional lead. For our operational relationships, responsibility for stakeholder engagement resides with our General Managers. At the corporate level, functional accountability resides with the Senior Vice-President, External Relations. Management accountability resides with the President. Governance and oversight is with the Corporate Responsibility and Technical Committee (CRTC) of the Board of Directors.

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.

To learn more about stakeholder engagement at Kinross including current stakeholder issues and performance, see our most recent Sustainability Report.