

# Workforce Health and Safety





## Our Responsibility

Mining and mineral processing is a heavy industry relying upon large and complex equipment, handling of significant volumes of materials, and milling and production processes. Like any workplace, together with each and every employee, we have a shared responsibility to manage the potential health and safety impacts arising at our operating sites and projects, and in the local community.

## Our Commitment

Embedded in our core value of “Putting People First”, the health, safety and well-being of our workforce comes before all other priorities. This commitment is a core feature of Kinross’ [Safety and Sustainability Policy](#) and is aligned with our commitment to the **World Gold Council’s Responsible Gold Mining Principles – Principles 2 and 4**, pertaining to Risk management and Safety and Health.

Responsible Gold Mining Principles			
	2.1 Risk management 2.2 Stakeholder engagement 2.3 Due diligence 2.4 Impact assessment 2.5 Resolving grievances		4.1 Safety 4.2 Safety management systems 4.3 Occupational health and well-being 4.4 Community health and emergency planning

## Our Approach

“Getting it right on the ground” in health and safety, environment and community is the foundation of Kinross’ ESG strategy. Our Global Health and Safety Strategy (GHSS) aspires to build a better future for our employees through three core pillars: **people, systems and processes**, and **technology**. It is people-centric and proactive and reaches beyond regulatory compliance, embedding a values and performance-based culture throughout our entire organization and across our workforce. Our strategy is underpinned by our **Health and Safety Guiding Principles** (Figure 1), which provide a common framework for decision-making at Kinross.

Figure 1: Health and Safety Guiding Principles

<div>1</div> <div>PEOPLE ARE THE SOLUTION</div> <div>We engage and enable our people to create solutions to improve the safety of work</div>	<div>2</div> <div>HUMILITY IS A SUPERPOWER</div> <div>We act and engage with humility to learn how work is done, from those that do it</div>	<div>3</div> <div>ERROR IS NORMAL, PEOPLE MAKE MISTAKES</div> <div>We build system resilience to minimize the consequences of failure, when it happens</div>	<div>4</div> <div>LEARNING OVER BLAME</div> <div>We choose to focus on learning and improvement over blame and punishment</div>
<div>5</div> <div>LEADERSHIP RESPONSE MATTERS</div> <div>We respond to promote learning, build trust and encourage people to speak up</div>	<div>6</div> <div>SAFETY IS DEFINED BY THE PRESENCE OF POSITIVES</div> <div>We define safety as the presence of effective controls, people and resilience</div>	<div>7</div> <div>CONTEXT DRIVES BEHAVIOUR</div> <div>We seek to understand and shape the context that influences how people behave</div>	<div>8</div> <div>MAKE IT EASIER TO WORK SAFELY</div> <div>We design our systems and processes to make it easier for people to work safely</div>

Continued on next page

Focus on Proactive Drivers of Safety

Measuring our progress through leading indicators is integral to our safety strategy. Leading indicators support a proactive and positive approach to safety that engages employees and contractors and contributes to better safety outcomes. We have embedded leading indicators across our sites with clearly defined thresholds for leading performance (Table 1).

Table 1: Safety Leading Indicators

Leading Indicator	Description
Proactive Field Engagements	The number of hazards identified and corrected by site safety programs over the course of year on a per employee basis
Field Safety Employee Engagements	The number of times the average employee has a one-on-one safety discussion in the workplace with an individual more senior to their direct supervisor or senior supervisor, over the course of the year
Safety Excellence Training Program	Global implementation of in-house designed Safety Excellence training program, tailored specifically to the cultural context at each site.

Our HSMS applies equally to employees and contractors and across all operations, development projects, reclamation sites and offices. As one of Kinross’ First Priorities, health and safety performance is tied to monthly and quarterly bonuses for mine site employees, while for the Senior Leadership Team (SLT) it is tied to compensation as part of the Corporate Responsibility Performance Metric. To learn more see our most recent [Management Information Circular](#).

Across all our operating sites, we have joint management-worker Occupational Health and Safety Committees representing 100% of workers. Grievances pertaining to health and safety are reported through the Kinross Integrity Hotline, under our Whistleblower Policy.

In parallel to our HSMS, we deliver a range of corporate and site-based initiatives and programs to foster a positive safety culture, engage and empower our people, and to drive safety performance. These include:

- **Human and Organizational Performance (HOP) and Operational Learning Teams** – Our HOP initiative is focused on understanding “work as done” vs. “work as imagined”. HOP takes a strategic approach designed to optimize both individual and collective performance within Kinross. Using a technology that empowers the people actually doing the work on a daily basis, HOP is providing employees and leaders with the skills they need to identify and mitigate risks, enhance decision-making processes, and foster a culture of accountability. Rooted in the psychology of safety, HOP enables us to better understand how people behave and operate in organizational settings and to learn how an individual’s mental state affects how they work.
- **Kinross’ Global Safety Learning Forum** – Provides an important opportunity to leverage our collective safety knowledge, draw upon the experiences of Kinross’ subject matter experts, lessons learned and industry best practices. Led by our sites, and “served” by senior management, participants include representatives from all of Kinross’ active mine sites and development projects. The Forum meets quarterly and has a rotating chair and host site.
- **Safety Excellence Program** – Our Safety Excellence program is designed to empower every worker by proactively participating in improving the safety of work and building a positive safety culture that works for their employees and business partners. The program is tailored to the reflect the unique cultural, demographic and spiritual characteristics of an operation.
- **Critical Risk Management** – Our critical risk management program (CRMP) tracks the presence and effectiveness of critical controls, versus the absence of incidents, as the primary focus of safety performance. Across Kinross sites, this means that rather than waiting for an incident to occur to take corrective action, we focus on managing proactively the critical risks associated with work activities through engagement with those doing the work. The goal of this program is to establish regular, measurable in-field verification that critical controls and performance thresholds are in place, and that hazards can be corrected before a serious incident occurs.

Continued on next page



## Emergency Preparedness and Response

All Kinross sites are required to maintain Emergency Response Plans (ERPs). ERP plans are reviewed annually to ensure that they are current and formal mock scenarios are conducted annually at a minimum at all sites to test the skills of the emergency response teams, and informally throughout the year as part of the ERP training program. Emergency Response training is conducted at all sites. Mine rescue teams are in place at all active mining operations. Crisis Management training is also conducted corporately and at sites.

## Employee Health and Well-being

The health and well-being of our workforce is a priority for Kinross and imperative to our business success. Across our operations and projects, we deliver a broad range of initiatives and programs to support the physical and mental health of our people in their daily lives. Our commitment begins with ensuring that we maintain healthy workplaces by meeting, and where possible, exceeding all requirements for occupational health in the workplace pertaining to air quality, exposure to hazardous and non-hazardous substances and ensuring access to required personal protective equipment.



We also deliver a broad range of programs and initiatives to support employee well-being by providing access to learning and resources, competitive employee benefits, and ongoing support for both the physical and psychological well-being of our employees and their families. To support the physical fitness of our employees and their families, most of our employees have Kinross-sponsored access to fitness facilities either on-site or in the local community, as well as opportunities to participate in sports activities.

In the area of mental health, our corporate-level mental health strategy is focused in three key areas: raising awareness of mental health among our employees and managers; normalizing conversations around mental health to reduce the stigma associated with mental illness, supported by a continued focus on advancing a culture of inclusion and belonging; and ensuring that our people have access to a range of mental health and well-being resources.

Kinross' Employee Assistance Programs also provide access to mental health resources including mobile mental health apps and access to mental health therapies such as Internet-based cognitive behavioral therapy.

## Accountability and Reporting

At the corporate level, functional responsibility resides with our Vice-President, Global Health and Safety who is responsible for ensuring company-wide engagement and for Kinross' safety and health strategy, management standards and performance. They report to the Executive Vice- President and Chief Operating Officer, who has management responsibility for health and safety at the Senior Leadership Team level. Employee health and wellness, including mental health, is a shared responsibility between Health and Safety and Kinross' Human Resources team.

Accountability for safety at the site level resides with the General Manager of each operation and is reported monthly to the Chief Operating Officer.

Oversight and governance rests with the Corporate Responsibility and Technical Committee (CRTC) of the Board of Directors and performance is reported to the Board quarterly.

Kinross' health and safety performance is reported in our annual Sustainability Report, and via our social media channels and online newsletter Kinross World.



For more information on our health and safety programs and performance, see our most recent [Sustainability Report](#).