

# Integrated Mine Closure Planning



## Our Responsibility

We understand that our future success is dependent on the socio-economic and environmental legacy that remains after active mining operations cease and we permanently close an operation. We take a holistic view of our closure responsibilities that includes compliance with approved closure plans, returning affected lands to stable and productive post-mining land uses where possible, and a responsible transition process for our employees and affected communities. This helps to ensure social and environmental resilience and positive socio-economic impacts of our operations to create enduring benefits for local communities post-closure. To meet these responsibilities, our mining operations are required to take an integrated life-of-mine approach to closure that includes biophysical rehabilitation, reclamation, and remediation, as appropriate, as well as a social closure strategy that includes an employee transition plan with training and support programs developed in partnership with host communities and other affected stakeholders.

## Our Commitment

Kinross’ commitment to sustainability, which by definition extends beyond the life of mine, is embedded in our [Safety and Sustainability Policy](#). We are committed to the **World Gold Council’s Responsible Gold Mining Principles – Principles 2, 8 and 9**, and the **International Cyanide Management Code (ICMC)**, to ensure our closure commitments extend beyond the physical and environmental reclamation of our mining operations and address related social and financial obligations. We are committed to supporting our employees through the mine closure process and working with our host communities to improve community well-being in a manner that is sustainable beyond the life of mine.

Responsible Gold Mining Principle	
	2.1 Risk management 2.2 Stakeholder engagement 2.3 Due diligence 2.4 Impact assessment 2.5 Resolving grievances
	8.1 Managing environmental impacts 8.2 Tailings and waste management 8.4 Mercury
	9.3 Land use and deforestation 9.4 Mine closure

## Our Approach

Kinross is recognized for its strong track record of implementing closure best practices including excellence in rehabilitation and reclamation of areas impacted by our mining activities. We take a life-of-mine approach to mine closure that recognizes that integrated closure spans a range of physical and environmental activities over the entire lifecycle of the mine, that are ongoing during the development, production, and decommissioning processes in parallel to employee engagement, community development and social closure planning. In practice this involves:

- Commencing mine closure planning at the earliest stage in the mine life cycle with closure plans incorporated into engineering study designs.
- Mapping of headcount evolution as closure approaches and is implemented, considering retention incentives, training and support for seeking new job opportunities redeployment, and other support measures, to be included in the employee transition plan.
- Review and update of mine biophysical and social closure plans in consultation with key stakeholders throughout the life of mine and increasing as closure approaches.



- Updating closure plans as new information becomes available including identification of opportunities to integrate new industry best practices into closure activities.
- As an outcome of stakeholder engagement, identifying mutually agreed targets for a broad range of sustainability-related topics including, mine design/engineering, employee relations, socio-economic development, rehabilitation/ remediation, post-mined landscape, post-mining land use, and biodiversity.

Specific objectives and performance indicators around closure planning and progressive reclamation have been established for our operations and are monitored regularly to identify risks and uncertainties as well as opportunities for continual improvement. Our reclamation planning entails an analysis of land use options, working with our stakeholders to evaluate environmental factors and community development concerns.

Our strategy of integrated mine closure is managed as part of our Corporate Responsibility Management System, including our Environmental Management System (EMS) and our Social Performance Management System (SPMS), which form our comprehensive approach to closure and reclamation. Elements of those systems, which relate to closure are outlined below:

### Social Closure

Our mine operations are required to develop and maintain a Community Plan for Social Closure as part of our SPMS. This social closure plan is a requirement independent of operational planning for remaining life of mine and ensures that the site's strategy for community investment has a long-term perspective, based on stakeholder consultation, community input and focused on a sustainable legacy. Sites are required to periodically update social closure plans, including studies and surveys to measure social outcomes as a measure of progress towards the community's development goals. Central to our approach is that mine closure preparation must be a community-led process with the mine site facilitating and providing relevant information and support.

A typical site social closure plan consists of:

- Socio-economic baseline studies to map the impact of the loss of the mine's economic presence from the local economy.
- Perception studies to determine awareness of what closure means and what are stakeholders' priorities for the community's future post-mine closure.
- Stakeholder mapping and engagement plan.
- Closure impact and risk assessment.
- Integration with other functional areas, in particular Human Resources and Supply Chain to ensure a coordinated site plan.
- Where the need exists, strengthening local planning and governance capacity.
- Collaboration with local partners and regulators during mine operations to promote diversification of the local economy, reducing dependence of local suppliers on the mine.

- In cases where a sustainable development entity, such as a foundation or community development fund, is in place during mine operations, development of a plan for its activities post-closure.
- An action plan consisting of community meetings, workshops, training sessions, support for specific programs, and ongoing dialogue and activities.

We measure our progress against a set of expected social outcomes for local communities. These include:

- Community understanding, acceptance, and ownership of its future post-closure.
- Active community discussion groups and dialogue around social services, programs, and business initiatives to be developed as part of closure activities.
- Mitigation of impacts arising from closure.
- Positive feedback from stakeholders on the transparency and inclusiveness of our closure management and planning processes.
- Measured social, economic, and other development outcomes.



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### Environmental Reclamation and Closure

As part of Kinross’ EMS, our corporate Mine Closure Standard is applied across our sites and requires:

- All mine sites to establish and maintain an up-to-date Reclamation and Closure Plan.
- A closure risk assessment be undertaken during the project planning phases, and updated as mining progresses, to ensure that the site’s closure objectives will be achieved.
- Progressive reclamation to be considered in the mine planning process.
- Adequate financial provisioning for closure is provided and updated annually during the life of mine planning process.

We measure our progress through proactive drivers and indicators of performance. Our Corporate Responsibility Performance Metric, one of the five measures Kinross uses to evaluate Company performance in the short-term incentive plan, includes site-specific targets related to concurrent reclamation, and the reduction of uncertainties associated with closure activities, such as survival rate of revegetation and reclamation costs.

### Employees and Closure

Our Kinross management process for employees and mine closure provides a values-based system for managing the workforce reductions and reassignments which accompany mine closure or a significant change in scope and level of activities at a mine site. Whether it is full mine closure or a change in the mining processes, or a significant decrease in the scale of mining activities, employees are impacted. Our closure plan for employees includes:

- Understanding the business plan and mapping of headcount and role changes over time.
- Developing consistent and clear messaging for employees.
- Where possible, providing employees with information on how and when their specific job will be affected.
- Surveying employees to understand their concerns and interests in post-closure opportunities.
- Organizing training for post-closure employment and identifying opportunities at other Kinross sites, if available
- Organizing job fairs and other events to promote awareness.
- Developing retention plans for critical roles.

### Accountability and Reporting

Given the many dimensions of integrated mine closure and reclamation, responsibility for management and senior-level oversight is shared by those with functional accountability for community relations and ESG, human resources, environment, and operations. During operations, responsibility for all dimensions of closure planning resides with the General Manager of each site.

At the corporate level, the status of social closure planning at our mine sites is reported to the Senior Vice-President, External Relations.

Matters pertaining to physical and environmental dimensions of reclamation and closure are the responsibility of the Senior Director, Environment, with dual reporting to both the Senior Vice-President, General Counsel, Global Legal Operations and Major Permitting, and the Chief Technical Officer.

Post-closure reclamation properties in the United States of America are managed by the Kinross Reclamations Business Unit (ROBU), reporting to the Chief Operating Officer.

Oversight and governance of all aspects of integrated closure, during and post operations, as well as ROBU, are the responsibility of the Corporate Responsibility and Technical Committee (CRTC) of the Board of Directors. Oversight and governance for employee aspects of closure rests with the Human Resources and Compensation Committee of the Board.



To learn more about our reclamation and closure activities, see our most recent [Sustainability and ESG Report](#).