

Stakeholder Engagement



Objective, Purpose, and Context

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

Stakeholder Engagement is the essential mechanism by which we develop and maintain transparent, meaningful and productive relationships with stakeholders at corporate, operations, projects, and other offices and exploration areas. Our policy statement *objective* is to enable our stakeholders’ participation in a meaningful way on matters that affect them and to ensure that their feedback, views and perceptions are taken into consideration by us. 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.

We have identified Stakeholder Engagement as a material Sustainability topic due to its importance to our stakeholders and to enterprise value.

This policy relates to the following material impacts, risks and opportunities (IROs):

Impact	Risk	Opportunity
On social cohesion due to inadequate stakeholder engagement	To social license to operate due to ineffective stakeholder relations and engagement with community leaders	<i>To maintain social license to operate through positive relations with stakeholders</i>
<i>On public services and economic opportunities from meaningful stakeholder engagement</i>	To operations due to protests by communities and stakeholders	<i>To maintain social license to operate through effective grievance mechanisms and remedies for workers and community members</i>
On social cohesion from lack of effective remedy from grievance mechanisms	To reputation, social license, and legal standing due to perceived lack of effective and accessible grievance mechanisms	
<i>On interests and needs of communities through accessible grievance mechanisms</i>		

Note: text in italics identifies a positive impact and/or opportunity

This policy statement describes:

- Scope and application: who is affected and where they can find information
- Commitments and approach: how we aim to meet the policy statement objective
- Accountability: who is responsible from site level to Board of Directors

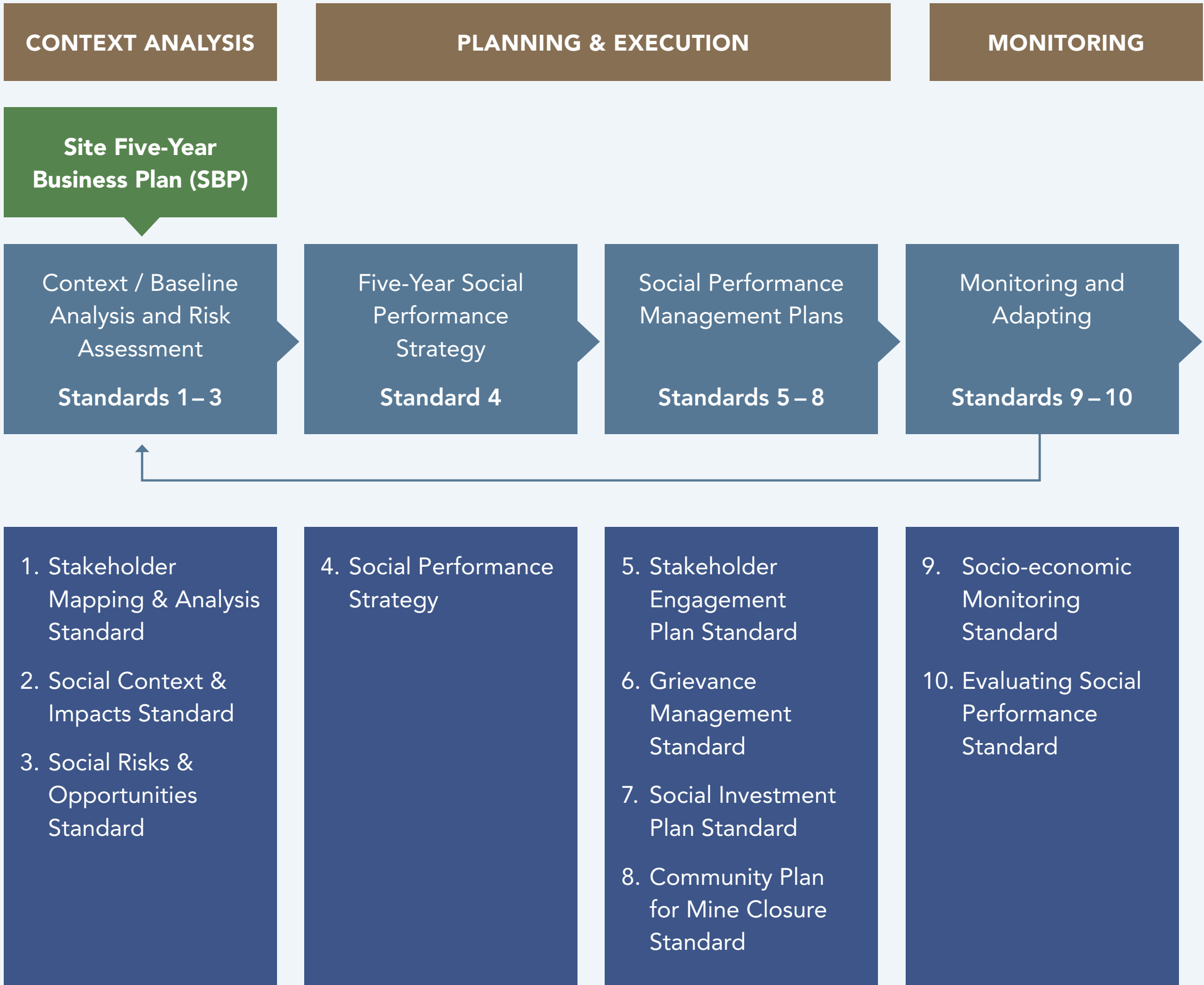
Scope and Application

This policy statement applies to all Kinross geographies and assets, operations and projects and the global upstream and downstream components of our value chain.

Our stakeholders have been considered in this policy statement as described below:

Stakeholder	Policy statement effect on stakeholder	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
Communities	To provide clarity on company commitments and approach	Relationship, impacts and local benefits
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	Relationship, reporting as required and compliance with applicable regulation
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

Figure 1: Social Performance Standards and Management Process



Continued on next page

Commitments and Approach

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.

We are also *committed* to supporting progress towards the **Sustainable Development Goals** (SDGs). SDG 17, partnerships for the Goals, is of relevance for Stakeholder engagement, through which Kinross and its stakeholder may partner on progress towards the goals of other SDGs as well as manage impacts caused by our activities.

Our *approach* to Stakeholder Engagement is driven by our Social Performance Management System (SPMS) which provides clear intent, expectations, and guidance for sites about how we operate within communities and broader society and is integral to building stakeholder trust necessary to support our business strategy over the short, medium and long term. The SPMS contains 10 Social Performance Standards (Figure 1) and acknowledges that “licence to operate” requires an integrated, strategic approach involving all site functions, with overall accountability resting with the site General Manager.

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, Sustainability strategy, external affairs/ government relations, human resources, communications, technical services, finance, treasury, community relations, and others.

At the project and operations level, stakeholder engagement 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. While this policy statement considers all groups of people with whom we engage including Indigenous peoples, we note and respect that this group is considered rights holders due to the unique connection with the land through time (see [Policy Statement Indigenous Communities](#)).

All Kinross sites are expected to operate in accordance with our Social Performance Standards (see Figure 1). We require all 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.

Figure 2: Stakeholder Identification Cycle



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.

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. From a human rights perspective, vulnerable groups that require specific protection are a) children; b) migrants; c) women; d) religious and ethnic minorities; e) Indigenous Peoples; and f) people with disabilities.

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.
- Daily informal, impromptu conversations.

Continued on next page

Table 1. Kinross stakeholder groups and engagement

AN – Annual **Q** – Quarterly **W** – Weekly **O** – Ongoing **OT** – One Time **P** – Periodically

Stakeholder Group	General Topics Raised	Engagement methods
Employees	<ul style="list-style-type: none">• Health and Safety• Ethical Business Conduct• Mental health, wellness and well-being• Diversity, Equity and Inclusion• Leadership and Talent Development• Performance Management• Total Rewards• Privacy and Cybersecurity• Sustainability Topics	<ul style="list-style-type: none">• Training and learning (LinkedIn, Kinross University, workshops, training catalogue) (O)• Global Webinars and Events intended to support and foster belonging (O)• CEO Town Halls (Q)• Kinross World – online employee newsletter available in four languages (O)• Women at Kinross program (O)• SLII® Leadership Program, emerging leaders (O)• Leading the Kinross Way (J (OT)• Performance Management Process (O)• Double Materiality Assessment (AN)
Investors, shareholders, rating agencies, lenders, and analysts	<ul style="list-style-type: none">• Great Bear and other projects• Capital allocation• Strategy and upside opportunities in higher gold price environment• Mergers & Acquisitions Strategy• Tailings and Mineral Waste• Financial and operational performance• Executive compensation• Stock performance and valuation• Growth targets• Sustainability Topics	<ul style="list-style-type: none">• “Say on Pay” shareholder outreach program (AN)• Investor calls/presentations (Q-minimum)• Global mining and metals conferences (A)• Environmental, social and technical industry performance and trends (O)• Annual Meeting of Shareholders (AN)
Host communities	<ul style="list-style-type: none">• Relationships with stakeholders• Indigenous Peoples (rights holders)• 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	<ul style="list-style-type: none">• Early informed consultation with Indigenous and local communities related to our development projects in Canada and Chile (O)• Engagement with local communities regarding mine impacts, transportation safety, tailings management and other impacts (O)• Community development plans and projects at all sites (O)

AN – Annual **Q** – Quarterly **W** – Weekly **O** – Ongoing **OT** – One Time **P** – Periodically

Stakeholder Group	General Topics Raised	Engagement methods
Media	<ul style="list-style-type: none">• Company performance• Project progress, milestones, and resource updates• Sustainability and industry issues	<ul style="list-style-type: none">• Site visits, participation in local conferences, and general updates (O)• CEO interviews for print and broadcast media (P)
Governments and regulators	<ul style="list-style-type: none">• Safe operations and responsible business conduct• Tax and royalty contributions• Compliance with laws and regulations• Employment• Infrastructure and power• Generating shared value – Kinross’ contribution to national and local socio-economic development• Biodiversity including land use• Integrated mine closure• Project updates: permitting milestones, jobs, roads, community investment, environmental protection	<ul style="list-style-type: none">• Meetings with governments and elected representatives of our host countries (O)• Engagement with industry trade groups, associations, and organizations across jurisdictions pertaining to industry and policy matters (O)• Joint participation at international events and conferences (AN)
Insurers	<ul style="list-style-type: none">• Potential physical damage and business disruption claims• Operations/projects• Risk mitigation measures• Asset Management/Asset Integrity material topics and related risk mitigation	<ul style="list-style-type: none">• Annual loss prevention site surveys with in-person visits with engineering consultants and insurers to operating sites. (AN)• Annual insurance renewal presentations for property, liability, bullion, cargo and Directors & Officers to insurance markets in Canada, UK, and Bermuda (AN)
Refiners	<ul style="list-style-type: none">• Requirement for external refiners to comply with the London Bullion Metal Association (LBMA) Responsible Sourcing Program• Our commitment to only engage with LBMA-accredited refineries to refine doré into gold and silver bars	<ul style="list-style-type: none">• Annual Conflict-Free Gold Report in accordance with the World Gold Council’s Conflict-Free Gold Standard (AN)• Refining contracts with refiners on the LBMA Good Delivery List and information on refineries used by Kinross sites (AN)• World Gold Council discussions on the Gold Bar Integrity program (O)

AN – Annual Q – Quarterly W – Weekly O – Ongoing OT – One Time P – Periodically

Stakeholder Group	General Topics Raised	Engagement methods
Suppliers and contractors	<ul style="list-style-type: none">Responsible Procurement and Kinross Supplier Standards of ConductSupplier performance, market developments and updatesKinross’ GHG strategy and electric equipment technologies for energy suppliersScope 3 emissionsWater security and managementSupplier due diligence focused on anti-corruption and briberyRaw material and input cost markets, trends and projectionsContinuous improvement opportunities to reduce costsInternational Cyanide Management Code Adherence and certificationContractor management, specifically health and safety procedures related to hazardous materials handling and transportation	<ul style="list-style-type: none">New supplier due diligence (OT)Supplier certification to our Supplier Standards of Conduct (OT)Supplier forecasts to develop cost guidance for key consumable budgets (O)Sustainability outreach on Scope 3 emissions, modern slavery, water and general approach (O)Engagement with electrical utilities with respect to power supply mix and plans for lower emissions, and reliable and affordable electricity (O)Engagement with mining fleet vendors on technological innovations, especially for electrification (O)
NGOs, multinational organizations, industry associations, think tanks, and civil society	<ul style="list-style-type: none">Social performanceCross-sector collaborationIndigenous Peoples (rights holders)Relationships with stakeholdersGenerating valueAnti-racismBeneficial ownershipBiodiversity, including land useClimate change	<ul style="list-style-type: none">Responsible business organizations – webinars and conferences (O)University partnerships on technical topics (geology, geotechnical, tailings and other), student training and support, and workplace inclusion (O)Conservation organizations for biodiversity and habitat restoration (O)Development and social NGOs for local development and dialogue (O)Industry associations across jurisdictions pertaining to industry matters, standards, energy and climate change (O)

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 ongoing self-assessment of relationship quality using an internal assessment tool, as well as periodic (generally every two to three years) 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 organizes training for site managers and other site personnel who have contact with stakeholders regarding their normal responsibilities.


Accountability

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. Senior management accountability resides with the President. Governance and supervisory oversight lie with the Corporate Responsibility and Technical Committee 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.

This 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.

Document control

This policy statement forms an integral part of Kinross’ 2024 Sustainability Disclosures, approved by Board resolution on 27-May 2025, and replaces prior document – Management Approach Stakeholder Engagement, dated May 2024.



To learn more about stakeholder engagement at Kinross, see our most recent [Sustainability Report](#).