



# Kinross Gold

## 2021 SUSTAINABILITY REPORT



# Contents

## Overview



- 3 Introduction
- 4 CEO Message to Stakeholders
- 7 Chair Message to Stakeholders
- 8 About this Report
- 10 Performance Highlights
- 15 Measuring Our Progress
- 89 Independent practitioner’s limited assurance report (PricewaterhouseCoopers LLP)
- 137 Cautionary Statement
- 138 Corporate Information

## Our Sustainability Strategy



- 20 Our Sustainability Strategy
- 23 Building on Our Strong Track Record
- 24 Our ESG Priorities
- 28 Stakeholder Engagement
- 32 Understanding Emerging Risks

## Act Ethically and Transparently



- 34 Ethical Conduct
- 35 Human Rights
- 36 Responsible Procurement
- 37 Public Policy
- 38 Tax Transparency
- 38 Privacy and Cybersecurity

## Do No Harm



- 40 Workplace Health and Safety
- 45 Environment
  - 45 Compliance
  - 45 Climate and Energy
  - 47 Water Management
  - 50 Tailings Management and Mineral Waste
  - 50 Biodiversity and Land Use
  - 55 Integrated Mine Closure and Rehabilitation
  - 57 Waste Management
  - 58 Cyanide Management
  - 58 Air Quality
- 59 Community
- 63 Engaging with Indigenous Peoples
- 66 Addressing Local Stakeholder Issues

## Make a Positive Contribution



- 71 Employment
  - 73 Inclusion and Diversity
  - 77 Talent and Learning
  - 77 Equal Remuneration
- 79 Generating Value
  - 79 Local Benefit and Community Development
  - 81 Local Employment
  - 84 Local Procurement
- 85 Community Development

## 2021 Data Tables



- 92 Production
- 93 Workplace Health and Safety
- 95 Environmental Compliance
- 107 Community Engagement
- 108 Workforce
- 115 Board and Senior Management
- 116 Economic Value
- 118 Local Procurement

## Index

- 119 GRI
- 133 SASB

## ESG Analyst Guide

We recognize the increasing level of interest in our environmental, social and governance (ESG) performance from our investors and the broader stakeholder community. To facilitate assessment of our record, we have highlighted the standards and principles that Kinross is using to guide our performance and reporting. We encourage readers to access the indices in this report for information at the indicator level.

The content in this report is focused on our performance over the past year. The Management Approach (MA) narrative by topic is available in the Sustainability section of [kinross.com](http://kinross.com). We have linked MA references in this report to the relevant content, which can be found on our website.

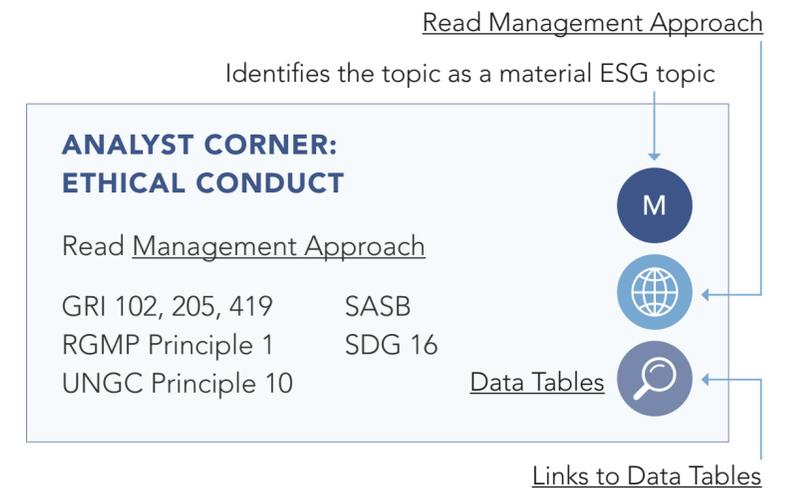
**GRI** – [Global Reporting Initiative Standards](#)

**RGMP** – [Responsible Gold Mining Principles](#)

**UNGC** – [Ten Principles of the UN Global Compact](#)

**SASB** – [Sustainability Accounting Standard Metals & Mining](#)

**SDG** – [Sustainable Development Goals](#)





**Kinross is committed to being a leader in sustainability, a positive contributor to host communities and a responsible steward of the environment. Through our values-based approach, we ensure that environmental, social and governance considerations are a core part of our culture, business strategy, and future growth plans.**

**Kinross is a senior gold mining company with strong and consistent operating results driven by a high performance culture. With a balanced portfolio of mines and projects, our focus is on delivering value based on the core principles of operational excellence, financial discipline and responsible mining.**

All figures are in U.S. dollars unless otherwise noted. Throughout this Report, figures do not always total due to rounding.

**TSX: K**  
Toronto Stock Exchange

**NYSE: KGC**  
New York Stock Exchange

**OUR 2021 BENEFIT FOOTPRINT SUMMARIZES THE VALUE WE CREATE IN HOST COUNTRIES**



**\$3.5 billion total spending in host countries<sup>1</sup>**



**\$527 million**  
in payments to governments



**\$2.1 billion**  
in payments to suppliers in host countries



**\$799 million**  
in total wages and benefits



**~1 million**  
beneficiaries of community investments

**OUR CORE VALUES**

- ✓ Putting people first.
- ✓ Outstanding corporate citizenship.
- ✓ High performance culture.
- ✓ Rigorous financial discipline.

**2021**

**PRODUCTION**  
**2.07 million**  
Au eq. oz.<sup>2</sup>

EMPLOYEES WORLDWIDE

**9,322**

**REVENUE**  
**\$3.7 billion**

TOTAL MARKET CAPITALIZATION  
AS OF DECEMBER 31, 2021

**\$7.2 billion**

1. Includes spending in Canada. 2. Attributable based on 90% of Chirano production.

# CEO Message to Stakeholders



**J. Paul Rollinson**  
President and Chief Executive Officer

## In Conversation with Paul Rollinson

Mining responsibly is a priority for Kinross, and ESG management is championed by our employees, our senior leadership team and Board of Directors. The Company's strong ESG performance is a reflection of this commitment. Paul Rollinson discusses how the Company approaches and integrates ESG across its business and how he sees Kinross' ESG priorities shifting over time.

### OUR APPROACH TO SUSTAINABILITY/CULTURE

#### 1. How does Kinross approach ESG and sustainability?

Sustainability and mining responsibly are at the core of our Kinross culture. **We believe that to be successful in this area, you need an "on-the-ground," people-focused approach, along with a clear strategy, strong governance and visible leadership at all levels of the company.** To get things right at the operational level, we have a strong ESG governance structure, and importantly, we foster a culture that makes responsible mining and operational success inseparable.

Fundamentally, Kinross' ESG approach is guided by our values and policies, as well as commitments we support, such as the Ten Principles of the UN Global Compact and the World Gold Council's Responsible Gold Mining Principles. We feel that we have had this approach in place for a long time and that it's become part of our DNA and culture. At the same time, we know the world is changing along with expectations of our stakeholders, so we are always trying to improve.

Continuous improvement is also central to every part of our business, and in line with that philosophy, in 2021, we enhanced our ESG oversight by establishing an ESG Executive Committee that reports to the Senior Leadership Team, and to our Board on a quarterly basis. The committee will help us develop a more holistic sustainability strategy as our business and operating environment continues to evolve.

Finally, we also tie our First Priorities to our performance plan and compensation, ensuring that we measure and reward success against our sustainability goals as a Company.

### 2021 Highlights

- Continued to mitigate the impact of COVID-19 through rigorous safety protocols, and supported **employee and local vaccination efforts**.
- Continued to **rank well among our peers in major ESG rankings and ratings**.
- Generated **\$3.5 billion in economic benefits** through taxes, wages, procurement and community support. **Since 2010, we have contributed \$40 billion in our host countries.**
- **Highest ranked Canadian gold mining company surveyed in the *Globe and Mail's* annual governance review.**
- **Established ESG Steering Committee** to help advance Kinross' sustainability strategy and updated charters of Board committees to strengthen governance over ESG topics.
- **Started a "Women in Mining: Peer Networking Program,"** connecting women across the Company and including participation by female Board members and a "Global diversity leadership council" to further the Company's inclusion and diversity goals.
- **Met our Board gender diversity target of 33% women directors** and maintained our commitment to Canada's BlackNorth Initiative and its anti-racism pledge.
- **Together with Trout Unlimited, established the "Alaska Abandoned Mine Restoration Initiative"** and started its first project at Resurrection Creek, an area affected by historical placer mining.
- **Maintained record of zero incidents at tailings storage facilities** for the 29th consecutive year.
- Committed to reaching net-zero GHG emissions by 2050 and to **reduce the intensity of Scope 1 and Scope 2 emissions by 30% by 2030.**
- Overall safety performance remained in line with three-year averages, but was overshadowed by a tragic fatality at our Chirano mine.
- **Recorded 96,302 stakeholder interactions.** Positive feedback was 17 times greater than negative feedback received.
- **Continued to maintain high levels of in-country employment** with 99% of our workforce and 92% of managers from within host countries, record highs for the Company.
- **Supported community programs with \$8.0 million** in monetary and in-kind contributions that reached approximately **1,000,000 beneficiaries**, and in collaboration with 479 community partners and organizations.
- **On track with our process to align with the World Gold Council's Responsible Gold Mining Principles**, a leading framework for responsible mining.

# CEO Message to Stakeholders: In Conversation with Paul Rollinson

Sustainability has always been at the forefront of our business. We have a strong record in this area, and we continuously evaluate our approach so that we can evolve and improve our performance.

## FIRST PRIORITIES: COVID-19/HEALTH AND SAFETY

### 2. In terms of health and safety performance, Kinross faced a number of challenges over the year. How did your approach to First Priorities inform your response to these safety challenges, including the ongoing pandemic?

Our commitment to our First Priorities is unwavering, with a focus on prioritizing health and safety above all else, minimizing environmental impacts and being a good neighbour.

In 2021, we fell short of the high safety standards that we set for ourselves, with serious and tragic impacts. In June 2021, an employee was fatally injured at Chirano in a fall-of-ground incident. That same month, we also experienced a mill fire at Tasiast that could have ended in tragedy. Fortunately, no one was hurt.

As a result of these incidents and other near-incidents, we have undertaken several steps to strengthen our safety systems and controls, and to highlight individual and collective responsibility regarding safety. We know that we cannot be complacent and are acutely aware that we operate in an industry that has inherent risks and potential hazards. This means that every member of our team needs to be personally invested in making sure that they, and their colleagues, go home safely at the end of each shift. > [To learn more, read Workplace Health and Safety.](#)

With regard to COVID-19, we continued to protect the health of our people and mitigate the impacts of the pandemic on our operations. We encouraged vaccination across our sites, and facilitated access to vaccines for both our workforce and host communities. Many of our operations have vaccine rates approaching 100% among our employees. > [To learn more, read Boosting COVID-19 Vaccination through Public Health Partnerships.](#)



Chris Taylor (President and CEO, Great Bear Resources); Chief Clifford Bull, Lac Seul First Nation; Paul Rollinson (President and CEO, Kinross); Chief Bill Petiquan, Wabauskang First Nation; Paul Tomory (Chief Technical Officer, Kinross). The Chiefs presented Paul Rollinson with a gift of a print of a young girl with a feather, titled "Work with Me," during a constructive first meeting in 2021.

## INCREASED INVESTOR INTEREST IN ESG

### 3. Has your approach to sustainability changed with increased interest in ESG from investors and other stakeholders?

We are very attentive to what our stakeholders are flagging as priority issues so that we can ensure these are considered within our sustainability strategy.

One of these critical issues is **climate change**, where we're committed to doing our part to mitigate its impacts. Our Climate Change Strategy, which we released in early 2022, is in line with Kinross' values and commitment to sustainable mining. It builds on our strong record in how we manage, reduce, and report on GHG emissions across our operations. **In February 2022, we committed to reducing the intensity of our Scope 1 and Scope 2 GHG emissions by 30% by 2030, over a 2021 baseline.** We have also committed to being a net-zero GHG emissions company by 2050. > [To learn more, read Climate and Energy.](#)



# CEO Message to Stakeholders: In Conversation with Paul Rollinson

**Our Climate Change Strategy and goals are not only essential to safeguarding the environment, but are also vital to the long-term success of our business.**

## ADVANCED CLIMATE CHANGE STRATEGY

Our Climate Change Strategy is in line with Kinross' values, the goals of the 2015 Paris Agreement, and builds on our strong record in this area. Our objective is to reduce the intensity of our Scope 1 and Scope 2 GHG emissions by 30% by 2030, and have net-zero GHG emissions by 2050.

- ✓ **Incorporate energy-efficient and renewable projects into operations**
- ✓ **Foster partnerships with equipment manufacturers and energy suppliers to reduce GHG emissions and energy use**
- ✓ **Embed climate change considerations into business strategy**
- ✓ **Maintain robust governance and transparent reporting**
- ✓ **Enhance business resiliency**

In line with stakeholder expectations for increased rigor on ESG measures, we have obtained external assurance for our priority ESG metrics. We expect this will become an annual process and that it will help drive continuous improvement.

## OTHER ESG PRIORITIES

### 4. What other ESG issues are on your radar?

As a global company, there are a number of ESG issues on our radar at any given time.

For example, **inclusion and diversity** is an area of performance we have actively been advancing, and in 2021, we instituted a Global Inclusion and Diversity Leadership Council which aims to create and foster a workplace that reflects and contributes to the broadly diverse, global communities in which we do business. > *To learn more, see [Inclusion and Diversity](#).*

Protecting **biodiversity**, including land use, is another area we focus on and an issue that is top of mind. We expanded our partnership with Trout Unlimited to support this goal in 2021 by contributing over \$500,000 to the *Alaska Abandoned Mine Restoration Initiative*. The initiative's first project will be the continued restoration of a historic mining district in which Kinross has not operated, targeting waterways and fish habitats. > *To learn more, read [Kinross Partners with Trout Unlimited](#).*

Safe management of **tailings and mineral waste** is also something we've prioritized, and we've maintained our record of zero tailings breaches for the 29th consecutive year. All of our tailings facilities are designed and constructed to the highest engineering and best practice standards and meet or exceed regulatory and international requirements. > *To learn more, read [Tailings Management](#).*

Additionally, developing and maintaining positive relationships with **Indigenous peoples** is a focal point. Our aim is to develop and operate projects in a manner that respects and strengthens Indigenous communities and brings positive contributions to their quality of life. > *To learn more, read [Engaging with Indigenous Peoples](#).*

## FUTURE APPROACH

### 5. How do you see your priorities changing as you look to the future from a business strategy and sustainability perspective?

There is no doubt that sustainability will continue to be a priority for Kinross. Our values and commitment to mining responsibly will not change. Over time, we expect the global environment will continue to evolve, as will our approach.

Just in the first quarter of 2022 we have seen dramatic change, which affected us directly. We donated \$1 million to the Canadian Red Cross in response to the tragic conflict in Ukraine. We express our sympathy and support to all those affected and continue to hope for a peaceful resolution. Kinross also developed a transition plan to divest our Russian business while continuing to prioritize the well-being of our more than 2,000 employees in the country and meet our safety and environmental obligations.

ESG is also a key consideration as we look to our future, with sustainability-related considerations incorporated from the earliest days of planning for our projects and taking a full mining life cycle perspective. This gives us a real opportunity to design new mines with ESG factors and rapidly-evolving technologies in mind, such as low-carbon energy alternatives.

Supporting the communities in which we do business will also remain a focus. In 2021 alone, we spent \$3.5 billion through taxes, procurement with local suppliers, and in-country employment. In January 2022, Kinross also donated \$1 million to support response and rebuilding efforts after a tragic explosion in Appiatse, Ghana. > *To learn more, see [Community Development](#).*

Kinross will always prioritize being a safe and responsible operator, with strong environmental stewardship, and earning and maintaining the trust of our host communities and stakeholders.

# Chair Message to Stakeholders



**Catherine McLeod-Seltzer**  
Chair of the Board

## ESG Approach

Kinross' approach to sustainability, at the Board, management and operational levels, is driven by a focus on its First Priorities and values. Our strong performance in this area is due to a culture that places responsible mining at the core of its identity, as well as strong governance and a clear operational focus on meeting sustainability commitments from the ground up.

Kinross' Board of Directors believes that prioritizing environmental, social and governance (ESG) considerations is simply the right thing to do, and our strong focus on ESG strategy and metrics, and their inclusion in measuring our Company performance, reflects this belief.

As such, we consider not only the Company's strong ESG performance in the present, but also continuous improvement, while taking into account the broader long-term issues impacting the industry and the world.

## The Board's role in supporting ESG Management

The Board is involved in the full range of material sustainability topics relevant to Kinross and its business activities, providing oversight of performance and guidance on strategic matters.

We continue to strengthen our knowledge in this important area, and in 2021, Board members learned about topics such as ESG trends in mineral exploration and development, climate change, unconscious bias and inclusive leadership to guide our strategic direction.

Board members also participate in meetings with key stakeholders, ensuring that their questions and concerns about the Company's ESG strategy are discussed with management and translated into action.

The important issue of climate change is one example of how Kinross has taken concrete steps in response to an ESG risk that greatly affects us all, including committing to GHG reduction targets. [< Learn more about Kinross' Climate Change Strategy here. >](#)

Inclusion and Diversity (I&D) is another key priority where the Company continues to improve. In 2021, Kinross instituted a Global Inclusion and Diversity Leadership Council (GIDC) to further the Company's I&D goals. The Council's mandate is to foster a workplace that reflects and contributes to the diverse, global communities in which we do business, and I look forward to the contributions it will make to advancing our I&D strategy. [< Learn more about Kinross' approach to I&D here. >](#)

## Strengthening ESG Governance

ESG governance is, and always will be, a priority for Kinross at both the management and board level. We undertook a review of all board and committee mandates with a view to integrating ESG into all areas of board governance; this review included updating the Charter of the Corporate Responsibility and Technical Committee (CRTC) to strengthen board-level review and oversight of Kinross' sustainability strategy. Our new ESG Executive Committee will also further improve our strong sustainability governance.

Additionally, in 2022, we are enhancing our ESG metric in the short-term incentive compensation plan by increasing its weighting from 20% to 25% and adding two new objectives linked to our ESG strategy and diversity action plan. We believe this will serve to reflect the importance of ESG in measuring broader performance goals.

Our Board continues to have confidence in the approach to ESG taken by the Kinross management team for the long-term benefit of the Company, its stakeholders and our host countries.

As we move ahead, we know that Kinross is in a good position to continue building on its leading sustainability record, while strengthening governance and oversight to continue to deliver long-term shareholder value.

Sincerely,

**Catherine McLeod-Seltzer**  
Chair of the Board



# About this Report

**The 2021 Sustainability Report provides an overview of Kinross' safety and sustainability performance, aligned with our sustainability principles: Do No Harm, Make a Positive Contribution and Act Ethically and Transparently. This 2021 report documents our sustainability performance during the fiscal year ended on December 31, 2021. We have also reported on subsequent material events which occurred in the first quarter of 2022. Prior to this Report, our most recent sustainability performance publication was our 2020 Sustainability Report.**

We follow the Global Reporting Initiative (GRI) standards for sustainability reporting. Our 2021 report has been prepared to be in accordance with the GRI Core option of reporting. Readers who are familiar with the GRI standards may want to access the content of this Report via our GRI Index. As a participant in the UN Global Compact (UNGC), this Report also serves as our Communication on Progress (COP), fulfilling our commitment to report and identifying content pertinent to the Ten Principles of the UNGC. Definitions for ESG metrics reported and assured in this Report can be found in the [Appendix-ESG Definitions](#).

For the third consecutive year, we have reported in alignment with the Value Reporting Foundation, Sustainability Accounting Standards Board (SASB) Standards Metals and Mining Standard (Version 2021-12). In addition, we have assessed our performance regarding the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which is summarized in this Report and covered in more detail in our separate 2021 Climate Report.

## Report scope and quality

Performance data are reported for all (100%) of our active mine locations in 2021, as specified in the Kinross Gold Corporation [2021 Annual Report](#), Management's Discussion and Analysis, Segment Profile (p. MDA 1). Environmental performance data pertaining to greenhouse gas emissions, energy and materials use, all water metrics, tailings and waste rock, biodiversity and land use, waste (hazardous and non-hazardous), and air emissions, are reported for active mining operations, as specified. Performance data pertaining to health and safety and land-related metrics are reported for all active mine locations, regardless of whether or not active mining was underway at these operations during the year or whether they were in, or transitioning to, care and maintenance. Total data for safety, employment-related metrics, including diversity, economic value, including community investment, reflects all of Kinross active mines, development projects, exploration teams and Kinross offices, as specified in the [2021 Annual Report](#), Notes to the Consolidated Financial Statements, Note 19 (p. FS 48). Community metrics reported for Chile include La Coipa, Lobo-Marte and Maricunga.

Unless otherwise noted, data are reported on an equity basis, representing 100% for all sites, except for Chirano where Kinross holds a 90% ownership position.<sup>1</sup>

Kinross is the only operator responsible for the management and operational performance of all sites reported. We have also reported on select initiatives undertaken at our exploration, reclamation and development properties, specifically, Lobo-Marte, La Coipa Re-start, Manh Choh, Tasiast 24k and Udinsk.

The key changes that have occurred since we published our 2020 Sustainability Report include:

- The cessation of mining activities at Dvoinoye in Q4 2020. Due to the processing of the Dvoinoye ore at the Kupol mill, and other shared infrastructure, tonnes of ore processed and gold equivalent ounces produced and related intensity calculations are reported as a combined figure for Kupol and Dvoinoye. All other performance data are reported separately for both sites.
- This Report includes ESG performance data for Russia for FY2021. On April 5, 2022, the Company announced that it has entered into a definitive agreement with the Highland Gold Mining group of companies and its affiliates to sell 100% of its Russian assets, subject to the approval of the Russian government and the finalization of ancillary agreements.
- On April 25, 2022, the Company announced that it had entered into an agreement with Asante Gold Corporation to sell its 90% share in the Chirano mine in Ghana. The transaction is expected to be completed on or around May 31, 2022.
- The acquisition of Great Bear Resources, announced on December 8, 2021, closed on February 24, 2022. The principal asset of Great Bear Resources is the Great Bear project, located in the Red Lake mining district in Ontario, Canada. Performance pertaining to the Great Bear project is not included in the scope of this Report.
- There has been no ore mined and processed at Maricunga since 2016. Select performance data were reported from 2018 to 2020 as gold ounces were produced from the heap leach pads until the fourth quarter of 2020. Hence, environmental data for Maricunga are not reported for 2021.
- As a result of ongoing efforts to improve reporting, some minor changes to previously reported data have been made and are noted throughout this Report and the 2021 Data Tables. Except where specifically noted, these changes have had no material impact on reported performance characterization.
- Throughout this Report, the terms "Kinross" and the "Company" refer to Kinross Gold Corporation and/or its applicable subsidiaries and affiliates. Where this report includes references to management approach and performance information that is reported in other Kinross publications, or is available on our website, these disclosures should also be considered an integrated part of this Report.

1. For Chirano, we report metrics which are proportional to production (GHG, energy, tailings, waste rock and other waste, and water) on an equity basis (e.g., 90% for Chirano), while other metrics (ethical conduct, human rights, procurement, health and safety, employment, community and engagement, land use, benefit footprint, and biodiversity) are on a 100% basis.

### Significant restatements

Data pertaining to water indicators for 2019 and 2020, including water recycling, have been restated for all years due to an adjustment in the formulas used for calculation. See [Appendix: ESG Definitions](#) and our [2021 Data Tables](#), p. 100.

### Assurance

Aligned with the continuous improvement pillar of our sustainability principles, we engaged PricewaterhouseCoopers LLP (PwC) to conduct a limited, independent assurance of a selection of our safety, health, community, energy, climate and environmental indicators reported for the fiscal year 2021. The selected topics and indicators for assurance include:

- safety (fatalities, LTIFR, TRIFR, Process safety events Tier 1 frequency)
- emissions (Scope 1 and Scope 2 emissions), and NOx and SOx
- energy consumed (renewable and non-renewable, energy intensity)
- water (withdrawal by type, discharge by destination, consumed, intensity)
- non-mineral waste (hazardous, non-hazardous, generated, disposed and recycled)
- mineral waste (tailings and waste rock produced)
- employee turnover (voluntary and involuntary)
- workforce from within host country
- gender diversity
- grievances and community issues (total received and resolution relative to target)
- ethical conduct (anti-corruption training) and human rights (substantiated allegations of violations).

Throughout this Report, metrics that have received assurance are identified with the symbol **A**. Read the completed [Independent practitioner's limited assurance report](#) published with this Report. On May 10, 2022 the Board of Directors of Kinross Gold Corporation passed a resolution approving this 2021 Sustainability Report.

If you require more information about this Report, please contact:

#### Ed Opitz

Senior Vice-President, Safety and Sustainability





# Performance Highlights

## Do No Harm

- Favourable
- Unfavourable
- Assured\*

Each year, we track our progress across priority key performance indicators (KPIs) and internal targets that are aligned to our business strategy and our [Safety and Sustainability Policy](#). We have included our high-level sustainability-related targets in the report.

Kinross' Guiding Principles	Metrics	Targets	2021	2021 Performance
<b>1. Safety</b> We value the occupational health and safety of our workforce above all other priorities and implement risk controls, training, and leadership to ensure a culture of safe work at all sites at all times.	<ul style="list-style-type: none"> <li>Fatalities (number)</li> </ul>	<ul style="list-style-type: none"> <li>Zero employee and contractor fatalities.</li> </ul>	1	<ul style="list-style-type: none"> <li>Unfortunately, this year we fell short of the high safety standards that we set for ourselves, with serious and tragic consequences. In June 2021, an employee was fatally injured at Chirano in a fall-of-ground incident.</li> </ul>
	<ul style="list-style-type: none"> <li>Total Reportable Injury Frequency Rate (TRIFR) (per 200,000 hours worked)</li> </ul>	<ul style="list-style-type: none"> <li>Report a combined employee and contractor TRIFR of 0.33 per 200,000 hours or better.</li> </ul>	0.34	<ul style="list-style-type: none"> <li>While slightly missing our target, our TRIFR was in line with the prior year and remains among the lowest compared with our peers and on par with low-risk, non-industrial sectors.</li> <li>TRIFR for employees was 0.38 and for contractors was 0.31.</li> </ul>
	<ul style="list-style-type: none"> <li>Total Employee Field Engagements (per employee/per year)</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate visible on-the-ground leadership – three field safety engagements per employee for leading performance.</li> </ul>	6.7	<ul style="list-style-type: none"> <li>Achieved a record number of field engagements per employee of 6.7, an increase over 4.6 in 2020.</li> </ul>
	<ul style="list-style-type: none"> <li>Total corrected hazards (per employee/per year)</li> </ul>	<ul style="list-style-type: none"> <li>Engage the entire workforce in safety improvements – three corrected hazards per employee for leading performance.</li> </ul>	3.9	<ul style="list-style-type: none"> <li>Achieved a rate of 3.9 corrected hazards per employee in 2021, above leading performance thresholds, and a slight drop from 4.2 in 2020.</li> </ul>
	<ul style="list-style-type: none"> <li>Critical Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>Drive implementation of effective critical risk management programs through comprehensive corporate reviews with site risk owners – minimum eight per site.</li> </ul>	11	<ul style="list-style-type: none"> <li>All active mine sites completed the year well above threshold. We expanded the scope of their critical risk management programs, completing 104 reviews focused on fatality prevention.</li> </ul>

\* Assured: PricewaterhouseCoopers LLP ("PwC") has performed a limited assurance engagement for a select number of our KPIs, which have been identified with a "A" throughout this report. Unless indicated, other KPIs within this report were not within scope of PwC's limited assurance engagement. You can read more about the scope of PwC's work, including the KPIs in scope of the assurance on pages 89-90 of this Report.



## Performance Highlights



# Do No Harm

 (continued)

-  Favourable
-  Unfavourable
-  Assured

Kinross' Guiding Principles	Metrics	Targets	2021	2021 Performance
<b>2. Environment</b> We protect the environment by proactively managing the environmental risks associated with our operations, protecting air and water quality, optimizing consumption of water and energy, protecting biodiversity and ensuring robust plans are in place for emergency prevention, preparedness, and response.	<ul style="list-style-type: none"> <li>Water intensity (l/tonne of ore processed)</li> <li>Water recycle rate</li> </ul>	<ul style="list-style-type: none"> <li>Water intensity (l/t ore processed) within 10% of five-year average.</li> <li>Achieve water recycle rate of 74% or greater.</li> </ul>	449   80  	<ul style="list-style-type: none"> <li>Our overall water intensity of 449 l/t of ore processed in 2021 was above our five-year average (429 l/t), and up slightly from 432 l/t of ore processed in 2020 due primarily to an increase in water consumption.</li> <li>In 2021, we maintained a high rate of water recycle of 80%.</li> </ul>
	<ul style="list-style-type: none"> <li>Energy intensity (MJ/tonne of ore processed)</li> </ul>	<ul style="list-style-type: none"> <li>Monitor &amp; report trends vs. five-year average.</li> </ul>	154  	<ul style="list-style-type: none"> <li>Energy intensity (direct and indirect) for 2021 was 154 MJ/tonne of ore processed, even with 2020 and down from 2019, and the same as the five-year average.</li> <li>Renewable energy sources represented 18% of our total energy consumed. Electricity from renewable sources was 52% of total electricity consumed (grid and self-generation.)</li> </ul>
	<ul style="list-style-type: none"> <li>GHG intensity rate (kgCO<sub>2</sub>e/tonne of ore processed)</li> <li>GHG intensity rate (kgCO<sub>2</sub>e/Au eq. oz)</li> </ul>	<ul style="list-style-type: none"> <li>Maintain GHG intensity rates comparable to peers in gold mining sector.</li> </ul>	11.8   808  	<ul style="list-style-type: none"> <li>GHG emissions intensity (Scope 1 and Scope 2) was 11.8 kg CO<sub>2</sub>e/t in 2021 based on GHG emissions of 1,671,716 tonnes of CO<sub>2</sub>e (Scope 1 and 2) in 2021, 2.5% above our total emissions in 2020, and reflecting the make-up of our mobile fleets and grid power supply.</li> <li>GHG emissions intensity (Scope 1 and Scope 2) of 808 kgCO<sub>2</sub>e/Au eq. oz. increased by 17% year-on-year, due to a rise in absolute emissions and lower gold ounces produced.</li> </ul>
	<ul style="list-style-type: none"> <li>Tailings facilities incidents (number)</li> </ul>	<ul style="list-style-type: none"> <li>Zero reportable/compliance incidents at all tailings facilities.</li> </ul>	0 	<ul style="list-style-type: none"> <li>Maintained record of zero reportable incidents at 10 active, seven inactive and five closed tailings facilities.</li> </ul>
	<ul style="list-style-type: none"> <li>Land reclaimed at active operations (ha)</li> </ul>	<ul style="list-style-type: none"> <li>Monitor and report trend vs. five-year average.</li> </ul>	105 	<ul style="list-style-type: none"> <li>At our active mining operations, we reclaimed 105 ha of land in 2021, slightly less than the 118 ha in 2020, and reflecting primarily the ongoing reclamation work to close Paracatu's Santo Antonio Tailings Storage Facility.</li> <li>At our closed sites, the total land area disturbed was unchanged in 2021 over 2020, as reclamation work at Kettle River-Buckhorn was largely completed in 2020.</li> </ul>
	<ul style="list-style-type: none"> <li>Biodiversity (% of mine locations with Biological Resource Plans) in areas of critical/high biodiversity value</li> </ul>	<ul style="list-style-type: none"> <li>All mine locations in areas of critical/high biodiversity value will have biological resource management plans.</li> </ul>	100 	<ul style="list-style-type: none"> <li>Biological resource management plans were in place at all active Kinross mine locations, four of which, Paracatu, Bald Mountain, Chirano and Tasiast, are located near or adjacent to areas of high/critical biodiversity.</li> </ul>
<b>3. Community</b> We evaluate the social, environmental, economic, and post-closure impacts of our operations on communities and work with stakeholders to ensure we understand and account for their perspectives.	<ul style="list-style-type: none"> <li>Grievances and community issues (number)</li> </ul>	<ul style="list-style-type: none"> <li>Monitor and report trend vs. five-year average.</li> </ul>	21  	<ul style="list-style-type: none"> <li>We had two community issues (Chirano protest by local youth and Paracatu accidental activation of tailings emergency sirens) and 19 grievances, above the five-year average (13) and driven by a higher number at Chirano.</li> </ul>
	<ul style="list-style-type: none"> <li>Grievance (% resolved within target time frame)</li> </ul>	<ul style="list-style-type: none"> <li>Resolve all (100%) grievances within the target timeframe.</li> </ul>	63  	<ul style="list-style-type: none"> <li>Resolved all 19 grievances, though seven required more than the established timeframe to resolve through site grievance mechanisms, mainly due to the need for internal coordination.</li> </ul>
	<ul style="list-style-type: none"> <li>Community and media feedback – positive expressions (number)</li> </ul>	<ul style="list-style-type: none"> <li>Total positive feedback at least nine times greater than total negative feedback (five-year average ratio).</li> </ul>	7,329 	<ul style="list-style-type: none"> <li>We received 40% more positive expressions of community support in 2021 vs. 2020, well ahead of target and 17 times higher than the volume of negative expressions. Negative expressions declined year-on-year.</li> </ul>
	<ul style="list-style-type: none"> <li>Community and media feedback – negative expressions (number)</li> </ul>		433 	



## Performance Highlights

# + Make a Positive Contribution

- ✓ Favourable
- ✗ Unfavourable
- A Assured

Kinross' Guiding Principles	Metrics	Targets	2021	2021 Performance
<b>4. Employment</b> We provide rewarding, meaningful livelihoods to our employees and promote a diverse, engaged workforce.	• Turnover – involuntary (% of total workforce)	• Combined turnover rate of 12% or less.	4.7	<ul style="list-style-type: none"> <li>• Recorded the lowest rate of involuntary turnover since 2018.</li> <li>• Turnover rates were in line with pre-pandemic levels and reflect a slight increase in voluntary turnover as employee mobility returned and labour markets tightened.</li> </ul>
	• Turnover – voluntary (% of total workforce)		7.2	
	• Workforce from within host countries (% of in-country workforce)	• In-country workforce of 95% or higher, and maintain percentage of in-country managers.	99	<ul style="list-style-type: none"> <li>• Maintained our high rate of in-country employment.</li> <li>• 2021 marked our highest percentage of management hired from within country at 92% with significant gains in the percentage of management hired from in-country at Tasiast.</li> </ul>
	• Gender diversity – women (% of total workforce)	• Advance the four pillars of our Inclusion and Diversity (I&D) strategy	12	<ul style="list-style-type: none"> <li>• Maintained overall percentage of women employees. Also, reported 14% of women employees in STEM positions.</li> <li>• Women held 19% of management-level positions.</li> <li>• Advanced our I&amp;D strategy, including delivering unconscious bias training to corporate and site-based leaders.</li> <li>• Exceeded our pledge commitments to the BlackNorth Initiative to address systemic anti-Black racism.</li> </ul>
<b>5. Local Benefit</b> We ensure access to employment, business and economic opportunities for local communities from our operations and projects.	• Host country (with operations) procurement spend (% of total procurement spend)	• Host country (with operations) procurement spend at or above 75% of total procurement spend.	84	<ul style="list-style-type: none"> <li>• 84% of the total procurement spend for operating jurisdictions was spent on procurement in host countries, working with over 6,000 suppliers globally.</li> </ul>
	• Host country total spend (as a % of total spend in all jurisdictions)	• In-country portion of the benefit footprint (BFP) at or above 75% of the total BFP.	82	<ul style="list-style-type: none"> <li>• Breakdown of the total 2021 BFP was: 65% procurement, 21% wages and benefits, and 14% payments to governments.</li> </ul>
<b>6. Community Development</b> We work with stakeholders to ensure our operations make a positive contribution to host communities and their sustainable development.	• Local component of total benefit footprint (BFP) (value distributed locally, %)	• Local area BFP at 20% or more of total BFP.	25	<ul style="list-style-type: none"> <li>• The local component of the BFP compares with 15% for regional, 42% for national, and 18% for international and corporate.</li> <li>• Community contributions reached approximately 1 million beneficiaries, up slightly over 2020, and at a time when community programs were especially needed due to the pandemic.</li> </ul>
	• Community and corporate contributions including cash and estimated in-kind, and third-party support (\$ millions, and as a % of EBITDA excluding impairment charges or reversals of impairment)	• Total contributions spend at approximately 1% of EBITDA over five years.	9.0 0.6	<ul style="list-style-type: none"> <li>• Adapted our community relations programs to ensure support for vulnerable groups affected by the pandemic.</li> <li>• Total contributions averaged 0.75% of EBITDA over the past five years.</li> </ul>



# Performance Highlights

## Act Ethically and Transparently

-  Favourable
-  Unfavourable
-  Assured

Kinross' Guiding Principles	Metrics	Targets	2021	2021 Performance
<b>7. Ethics</b> We adhere to the highest standards of business conduct and ethics in all of our dealings and operate in compliance with the law; we expect those with whom we do business to do the same.	<ul style="list-style-type: none"> <li>Corporate, regional and site management anti-corruption training in the last two years (% of management)</li> </ul>	<ul style="list-style-type: none"> <li>Achieve greater than 90% completion of anti-corruption training among management</li> </ul>	94  	<ul style="list-style-type: none"> <li>Launched updated anti-corruption training and achieved a 94% completion rate among corporate, regional and site management over the past two years, and a 77%<sup>a</sup> completion rate among employees.</li> </ul>
	<ul style="list-style-type: none"> <li>Substantiated cases of public corruption (number)</li> </ul>	<ul style="list-style-type: none"> <li>Zero substantiated cases of public corruption.</li> </ul>	0 	<ul style="list-style-type: none"> <li>Maintained ongoing record of zero substantiated cases of public corruption.</li> </ul>
<b>8. Human Rights</b> We respect internationally recognized human rights, and implement best practices particularly with regard to security, Indigenous Peoples, and grievances.	<ul style="list-style-type: none"> <li>Substantiated allegations of human rights violations (number)</li> </ul>	<ul style="list-style-type: none"> <li>Zero substantiated cases of human rights violations.</li> </ul>	3  	<ul style="list-style-type: none"> <li>Three complaints regarding human rights (pertaining to employee discrimination and harassment received through Kinross' Integrity Hotline) were found to be substantiated.</li> </ul>
	<ul style="list-style-type: none"> <li>Percentage of security workforce that completed Human Rights Adherence and Verification Program (HRA&amp;VP) training (%)</li> </ul>	<ul style="list-style-type: none"> <li>Complete annual HRA&amp;VP training to over 95% of security workforce.</li> </ul>	94 	<ul style="list-style-type: none"> <li>Various Kinross mine sites had security management changes, in addition to high turnover of security officers at sites. Kinross is looking to improve the security officer onboarding training process and also the use of e-learning modules on human rights and security to enhance access and completion.</li> </ul>
<b>9. Engagement</b> We engage with stakeholders in the communities where we operate, including those in vulnerable groups, and maintain an ongoing dialogue in a spirit of transparency, respect and good faith.	<ul style="list-style-type: none"> <li>Stakeholders engaged per day per operation (number of people)</li> </ul>	<ul style="list-style-type: none"> <li>Exceed stakeholder engagement target of three engagements per day per site.</li> </ul>	33 	<ul style="list-style-type: none"> <li>Recorded 96,302 stakeholder interactions, including virtual, despite restrictions imposed as a result of the pandemic.</li> </ul>
	<ul style="list-style-type: none"> <li>Key stakeholder interactions vs. planned (% completion)</li> </ul>	<ul style="list-style-type: none"> <li>Maintain planned stakeholder interaction rate at or above 90%.</li> </ul>	94 	<ul style="list-style-type: none"> <li>Advanced our early engagement programs across our development projects at Manh Choh, Lobo-Marte and Udinsk during the year.</li> </ul>



# Performance Highlights

## Continuous Improvement

-  Favourable
-  Unfavourable
-  Assured

Kinross' Guiding Principles	Metrics	Targets	2021	2021 Performance
<p><b>10. Continuously Improve</b> We work to improve our sustainability performance through actions that reduce our environmental impacts, enhance our contribution to development, and keep us at the forefront of evolving expectations. We take a life of mine approach to mine closure, considering reclamation and closure costs and the views of our stakeholders. Through the setting of objectives and leading indicators plus internal and external audits, we seek to measure and improve performance.</p>	<ul style="list-style-type: none"> <li>• Estimated percentile ranking in key ESG ratings (e.g. S&amp;P ESG Global, Sustainalytics, MSCI).</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain top quartile ranking in ESG ratings (e.g. S&amp;P ESG Global, Sustainalytics, MSCI)</li> </ul>	<p>3 out of 3 </p>	<ul style="list-style-type: none"> <li>• Achieved consistently high ranking among significant ESG assessments including S&amp;P ESG Global – 94%, Sustainalytics – 68%, and MSCI – 69%.</li> <li>• Received highest ranking among Canadian gold mining companies in the <i>Globe and Mail's</i> annual corporate governance review with a score of 93 out of 100 points, up from 90 points in 2020.</li> <li>• Established an ESG Executive Committee reporting to the Senior Leadership Team and the Board to support the development of a holistic ESG strategy for the Company.</li> <li>• Completed the second year of our program to conform with the Responsible Gold Mining Principles (RGMPs) and confirmed that Kinross sites have processes and programs to meet RGMP requirements.</li> <li>• Initiated a review of our materiality assessment and updated our ESG priority topics. The review was completed in 2022 to inform our FY2021 sustainability reporting.</li> <li>• Achieved ISO 140001 recertification at Paracatu.</li> </ul>

# Measuring Our Progress

The pursuit of excellence is a cornerstone of Kinross' strategy and culture. From our framework of policies and standards to the daily operations of our mine sites, we aim for best-in-class performance across all areas of environmental, social and governance performance (ESG).

Our on-the-ground results, guided by leading sustainability practices, are the key measure of our performance. Site results are rolled up and reported into our overall corporate performance against our targets, providing a transparent account of both site and corporate metrics. We align our reporting with leading frameworks such as GRI, SASB and the TCFD, and assess our performance against the Responsible Gold Mining Principles (RGMPs).

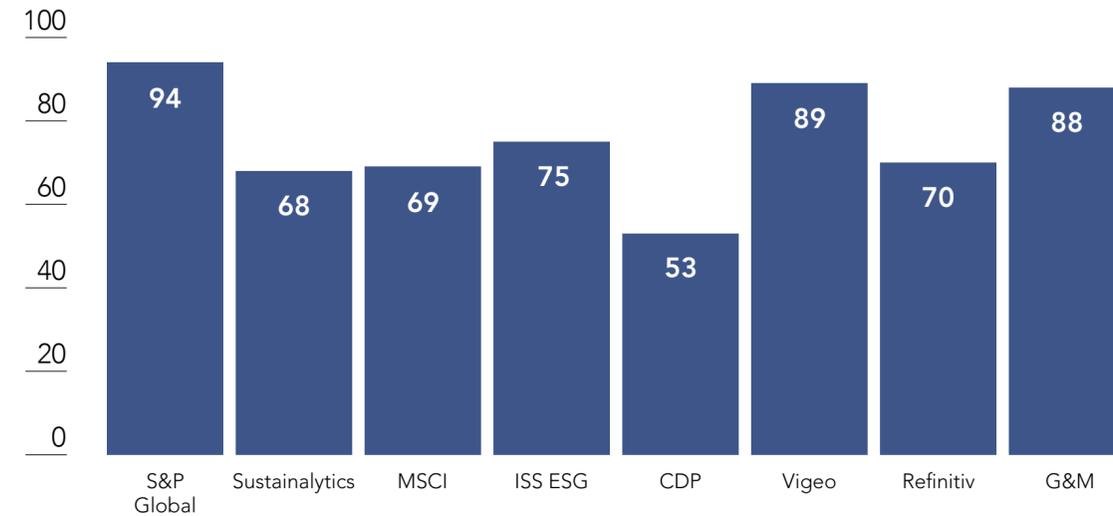
Benchmarking our performance against our peers and the broader business community is an important part of our efforts to continuously improve our performance. We actively participate in recognized ESG assessments such as the S&P Global CSA and CDP Climate and Water, and track our scores as assessed by external ESG ratings agencies. We also measure the social and economic outcomes from our mining operations in our host communities and countries through independent studies and assess our contributions to the Sustainable Development Goals.

## External Measurement of Kinross ESG Performance

Kinross maintained strong ESG performance over the year and consistently ranks well in its peer group, as measured by S&P ESG Global, Sustainalytics, MSCI, ISS ESG, CDP, Vigeo, Refinitiv, and the *Globe and Mail* board governance assessment (Figure 1).

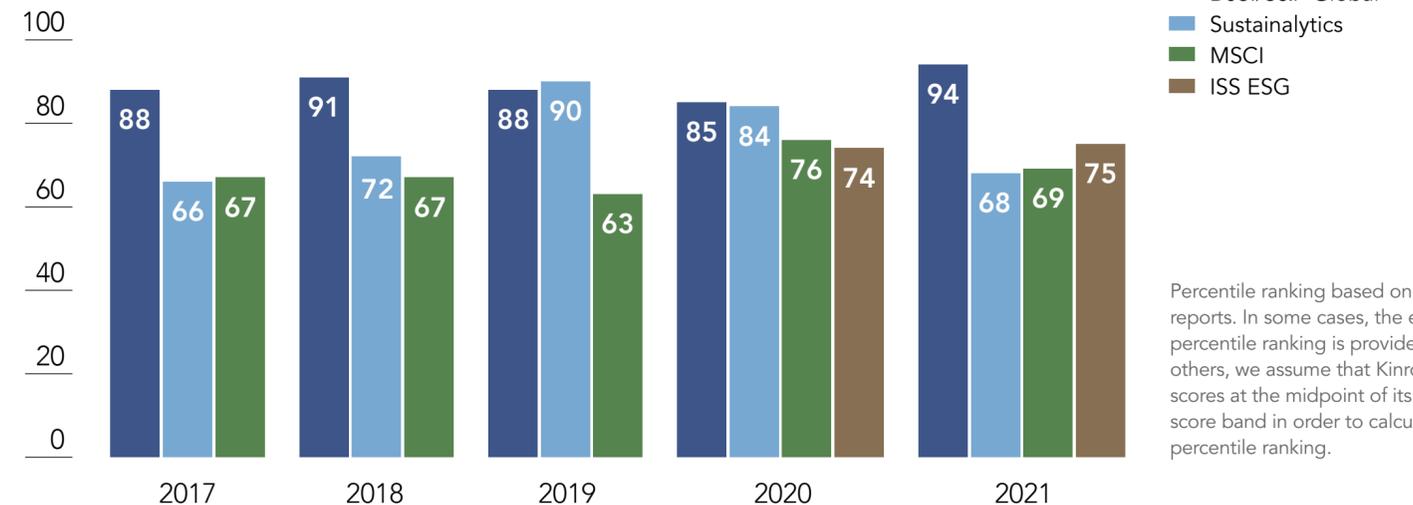
Our S&P Global ESG score increased by six points year-over-year, moving Kinross to the 94th percentile for 2021, the highest ever percentile ranking for Kinross, and in a year characterized by a decline in top scores for the sector overall. We maintained our "A" position with MSCI. For the fifth consecutive year, our corporate governance practices and performance continued to earn the highest ranking among Canadian gold mining companies in the *Globe and Mail's* annual assessment of 220 companies and trusts, with a score of 93 out of 100, up three points from 2020. In the ISS ESG assessment of Kinross, we are ranked as "very high" regarding transparency of disclosure (Figure 2).

Figure 1  
KINROSS ESTIMATED ESG PERCENTILE RANKINGS AT END OF 2021



Percentile ranking based on:  
(1) S&P score 71; 94th percentile  
(2) Sustainalytics 39th out of 123 peers (ESG risk score 34.2) (3) MSCI achieved an 'A' rating. 23% of peers rated AA or higher, 16% as A; assume KGC at midpoint. (4) ISS achieved a C rating; of 173 peers, approximately 2% scored B, 5% B-, 7% C+, and 22% C; assume KGC at midpoint of C (5) CDP achieved a C rating. 6% of peers scored A, 28% at B and 26% at C (awareness level); assume KGC at midpoint of C band. (6) Vigeo score 51; 6th out of 56 in sector, equivalent to 89th percentile (7) Refinitiv score B+; 69.99 out of 100. (8) G&M score 93 out of 100.

Figure 2  
FIVE-YEAR TREND OF KINROSS ESG ESTIMATED PERCENTILE RANKINGS



Percentile ranking based on ESG reports. In some cases, the exact percentile ranking is provided; in others, we assume that Kinross scores at the midpoint of its ESG score band in order to calculate the percentile ranking.

## Aligning with the Responsible Gold Mining Principles

We made significant progress towards conformance with the World Gold Council's Responsible Gold Mining Principles (RGMPs) in 2021. We completed the next phase of our three-year implementation strategy focused on RGMP site self-assessments at five of our operating mine sites, with assessment at the remaining site planned for Q2 and Q3 2022. The results confirmed that the policies, processes and programs are in place at Kinross sites to meet RGMP requirements. This work had the added benefit of raising awareness of the RGMPs and their contribution to Kinross' sustainability framework, among our site general managers and across the Company. In preparation for the assurance process, we conducted the pilot assurance test at Tasiast in late 2021 in parallel with our regular management-based, internal Safety and Sustainability audit, with results exceeding RGMP performance standards, well ahead of the World Gold Council requirements.

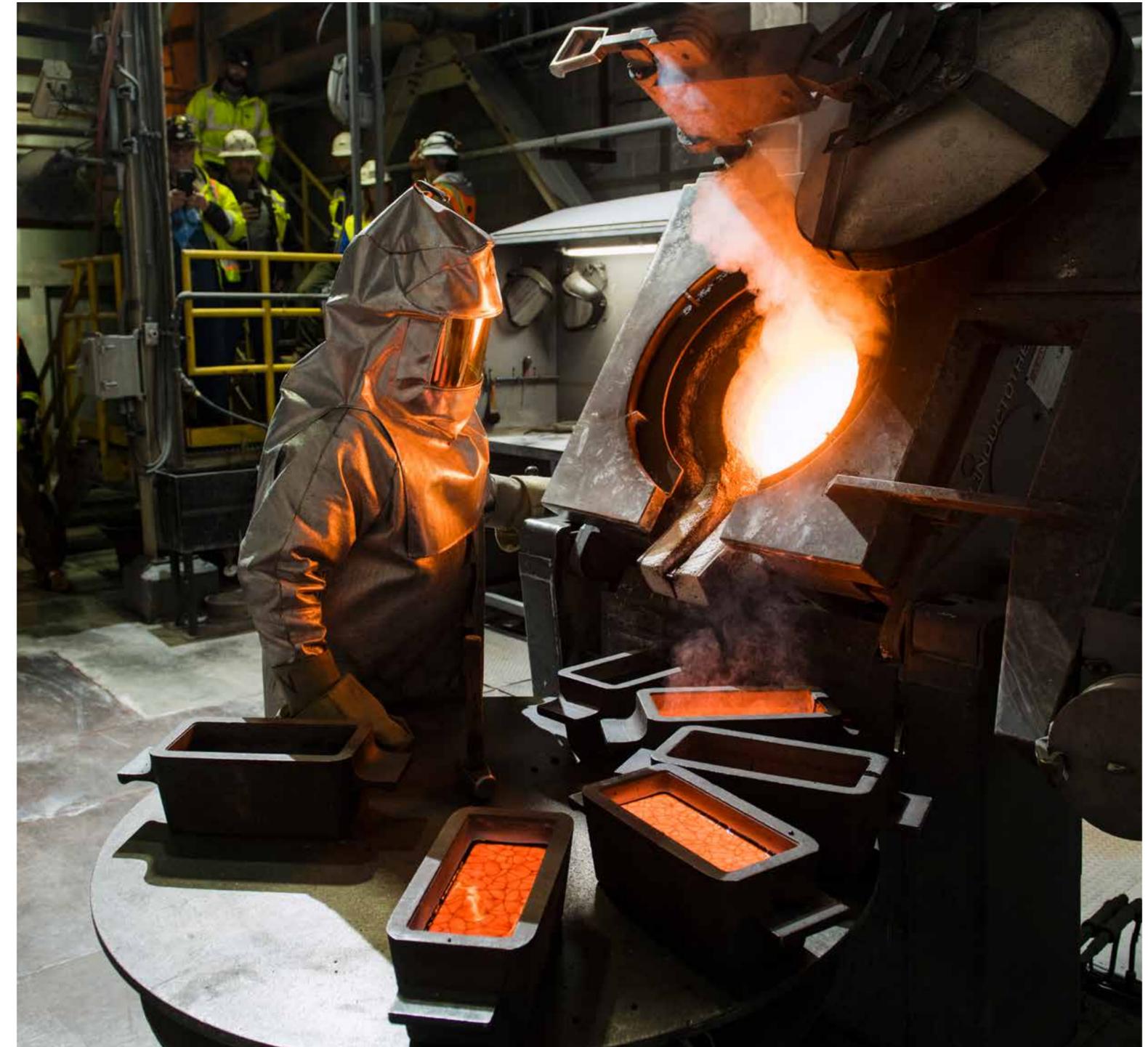
Heading into the third and final year of the RGMP implementation phase, we are on track to complete external assurance of our performance alignment with the RGMPs in 2022. Where possible we are aligning the RGMP site-level assessments with our safety and sustainability and cyanide code audits to seek efficiencies and reduce the audit burden for sites. Going forward, our plan is to complete assurance of all our operating sites within three years, well ahead of RGMP requirements.

## Internal Measurement of ESG Performance

Under the umbrella of "First Priorities," we link annual sustainability performance directly to compensation against specific annual targets in each area and for all employees. Linking annual sustainability performance directly to compensation reinforces the focus on achieving annual ESG targets (safety, environmental performance, and community relations), measured through the Corporate Responsibility Performance Metric (CRPM).

The CRPM is one of five measures used to assess Company performance in the short-term incentive plan for the Kinross Senior Leadership Team (SLT) and incorporates leading and lagging measures for health and safety, environment and community relations, each of which determines about one-third of the total metric.

The CRPM score for 2021 was 88.2 points out of 100, slightly higher than 88 points for 2020. While results were just above our target of 88 points, the final score was reduced to 85% in recognition of the Tasiast mill fire. The CRPM carried a weighting of 20% under the Company's short-term incentive plan. We are enhancing our ESG metric in the short-term incentive plan by increasing the weighting to 25% and adding two new objectives linked to ESG strategy and diversity action plan (see Table 1 on page 17). Further details are outlined annually in the discussion of Executive Compensation in the [Management Information Circular](#).





**Table 1: 2021 Corporate Responsibility Performance Metric Scores**

First Priority	Indicator	Component Metric	Description	Measurement Basis	Maximum Points	2021 Results	Comments
<b>Health and Safety</b> (34 points)	Lagging Indicators	TRIFR	Frequency rate for reportable injuries, including employees and contractors, per 200,000 hours	Company Basis	10	6.6	Result 0.34 was in line with 2020 result, but did not meet target of 0.33
		Severity Rate	Lost days away from work or on modified duties from workplace injury, employees and contractors, per 200,000 hours	Company Basis	8	4.8	Result 3.22 met target of 3.5
	Proactive Drivers of Safety <sup>1</sup>	Field Engagements	Field safety engagements by management, per employee	Average of site results	4	3.8	Exceeded stretch target of three per employee (result: 8.3)
		Corrected Hazards	Workplace hazards identified and corrected, per employee	Average of site results	4	3.8	Exceeded stretch target of three per employee (result: 7.1)
		Critical Risk Management	Number of critical risk management programs reviewed during the calendar year (per site)	Average of site results	9	8.3	Conducted 104 reviews, averaged 10.75 per site v. target of eight per site
<b>Environmental</b> (33 points)	Lagging Indicators	Environmental Incidents	Deductions of 5, 3, or 1 point for each incident depending on severity	Average of site results	15	14.6	Total of three level 3 incidents (notices of violation)
	Proactive Drivers of Environment	Water balance accuracy	Accuracy (measured v. calculated, target +/- 5%), comprehensiveness, future trends, link to water quality	Average of site results	6	4.3	Five sites scored full points, lowest score was three
		Reclamation cost accuracy	Accuracy of life of mine estimates, cost savings through progressive reclamation, reduction of uncertainties	Average of site results	4	3.6	Five sites scored full points, lowest score was 2.5
		Risk and Audit	Up-to-date risk assessment and clear accountabilities for risk management	Average of site results	2	1.8	One outstanding audit finding was corrected by the end of the year
		Environmental Training	Percentage of workforce receiving environmental training and showing competence appropriate to role	Average of site results	6	5.7	All sites but two reached target of 100% trained
<b>Community Relations</b> (33 points)	Lagging Indicators	Community Incidents	Deductions range from five, three to one point per incident for each incident depending on severity	Average of site results	9	8.9	Total of two level 3 community incidents
		Community and Media Feedback	Grievances and timely resolution; negative v. positive feedback; media mentions (site); public opinion surveys	Average of site results	8	7.5	Positive feedback exceeded negative feedback including media was 7,329 positive, 433 negative, site media coverage was 94% positive, on average 69% views local sites as positive or very positive
	Proactive Drivers of Community Relations	Stakeholder Engagements	Number of stakeholders engaged, compliance to strategic engagement plan, CR interactions per employee	Average of site results	6	5.6	Over 96,000 stakeholder interactions, 94% conformance to engagement plans, 2.4 CR engagements held per employee
		Local Content	Number of employees and number of business partners from "local" jurisdiction, vs. number at start of year	Average of site results	2	1.7	51% of employees live in local benefit footprint area; number of local business partners increased 8% on average
		Community and Corporate Contributions	Community contributions (beneficiaries, in-kind, % with targeted community based outcomes)	Average of site results	8	7.1	Over 1,000,000 beneficiaries (192% of combined "local" populations); despite COVID restrictions contributed 78% of plan; in-kind contributions were 48% of cash contributions (v. target of >25%); and essentially all actions had targets for community based outcomes
					<b>Maximum 100</b> (Target 88)	<b>Result: 88.2</b> (Rating 85% after deduction in recognition of Tasiast mill fire.)	

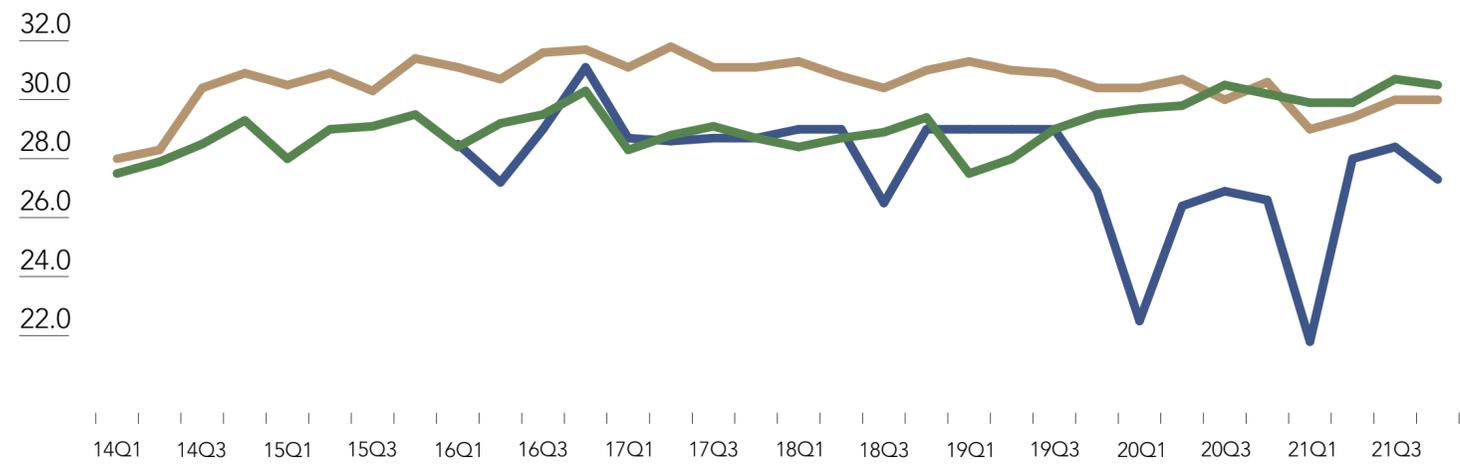
1. Sum of points may not add up due to rounding.



Performance scores for the three components of the CRPM are reported to the Board of Directors on a quarterly basis. Fluctuations over time in the scores for each index represent variations in performance at the site level (see Figure 3). The trend for the Community Relations Index shows a general increase in scores since 2014, reflecting improvements in implementation since roll-out of the Site Responsibility Plan (SRP) in 2012-2013. The low point in Q1 2019, for example, reflects a drop in Paracatu's score for that quarter due to the strong impact of the Brumadinho tailings event on stakeholders related to other mining companies in Brazil. Drops in the Health and Safety scores in Q1 of 2020 and 2021 were caused by low numbers of deep dive safety reviews which affected leading indicator scores.

Figure 3  
**CRPM SCORE TRENDS FOR FIRST PRIORITIES**

— Environmental Performance Index  
— Community Relations Index  
— Occupational Health and Safety Performance Index



*Kinross' donations of food are unloaded from trucks in Mauritania.*

# Our Sustainability Strategy

**Our commitment to mining responsibly is fundamental to our business strategy.**

Our sustainability strategy relates directly to the material ESG topics for the Company and is dynamic, proactively responding to emerging matters and feedback from our stakeholders. We report annually on our performance against our strategy and connect our results to compensation. This section summarizes our approach and provides links to further detail located on the Kinross website.

▶ **Top tier**

Recognized as the highest ranking Canadian gold mining company in the *Globe and Mail's* annual corporate governance survey.

▲ **25%**

Enhancing our ESG metric in the short-term incentive plan for executives by increasing the weighting from 20% to 25% in 2022.

▶ **30% reduction**

Targeting a 30% reduction in intensity of Scope 1 and Scope 2 GHG emissions by 2030, and to have net-zero GHG emissions by 2050.

<b>Our Sustainability Strategy</b>	<b>20</b>
Looking ahead: Our ESG Goals and Future Focus	20
<b>Building on Our Strong Track Record</b>	<b>23</b>
Leading ESG Governance	23
Our ESG Priorities	24
Contributing to the Advancement of the Sustainable Development Goals	24
Stakeholder Engagement	28
Understanding Emerging Risks	32

# Our Sustainability Strategy

**Our sustainability strategy is integral to our fundamental business objective: to deliver value for our investors, our host countries and communities through a company-wide focus on operational performance, financial discipline, and responsible mining. Our sustainability strategy is to improve the quality of people’s lives through the economic and social benefits of our business, while minimizing health and safety, environmental, and social impacts.**

Our sustainability strategy contains four main pillars: **Do No Harm, Make a Positive Contribution, Act Ethically and Transparently**, and **Continuously Improve**. These principles, embedded in our [Safety and Sustainability Policy \(S&S Policy\)](#) and embraced across our organization, guide our business and behaviour and have allowed us to earn and maintain stakeholder trust, access and permit new deposits with host governments and attract investment from equity markets increasingly focused on environmental, social and governance (ESG) performance and risks. Our performance is measured and reported through a comprehensive set of ESG metrics, in line with standard reporting frameworks. The result of this approach has been a consistent and recognized ESG performance, with ESG rankings in the upper echelons of recognized ESG frameworks. To learn more, see [Measuring our Progress](#).

To support and advance our sustainability strategy, we apply and practice our full range of codes, policies, and management systems (see Figure 4 on page 21). In particular, our Safety and Sustainability Management Systems establish a set of common management standards for our “First Priorities”: health and safety, environmental stewardship, and community relations. These standards and expectations are applied across our operations throughout the life of mine, as outlined in our [Management Approach](#) documents, referenced throughout this Report.

Each year, we seek external and independent review of our sustainability reporting as part our goal to continuously improve. Feedback from our stakeholders and independent reviewers of our previous sustainability reports identified a stronger focus on future direction as an area for improvement. **This report introduces areas of future focus for our sustainability strategy, building on our progression from initially reporting on year-on-year performance, followed by the introduction of annual targets in our 2020 report. These areas of future focus provide our stakeholders with insight into the directionality of our sustainability strategy and, internally, are helping drive continuous improvement.**

In addition, recognizing the rapid growth in investor interest in ESG and the need to ensure that our sustainability strategy is both dynamic and firmly grounded in our core business and enterprise-wide commitment to “First Priorities,” we are conducting a review of our ESG strategy during 2022, which we expect will provide more detail on long-term goals.

## Looking ahead: Our ESG Goals and Future Focus

Across multiple material topics for our business, we have considered public-facing targets and priority areas for continuous improvement, noted in Table 2 (page 22). Ongoing work to advance our holistic ESG strategy, is expected to contribute to identifying potential new focus areas alongside long-term goals for the Company.



Figure 4

### Our Approach to Sustainability

**Our Purpose: Generating Value Through Responsible Mining**

**Our Values**

**Safety and Sustainability Policy**



**Kinross has adopted these public commitments:**

**UN Global Compact**

**Responsible Gold Mining Principles**

**Voluntary Principles on Security and Human Rights**

**UN Principles on Business and Human Rights**

**Mining Association of Canada (MAC) Tailings Standard**

**International Cyanide Management Code**

### Kinross Governing Frameworks

**Code of Business Conduct and Ethics**

**Human Resources Management System**

**Safety and Sustainability Management System**

### Enabling Management Systems



**Key Systems:**

- Code Compliance Program
- Health and Safety Management System
- Environmental Management System
- Site Responsibility Plan
- Supply Chain Management
- Human Rights Adherence & Verification
- Cyanide Code Management

Effective implementation is supported by regular training and reviews, as well as risk-based audits

### Measurement & Reporting Frameworks

Accountability and transparency are central to our strategy. We report and award performance internally through our Four Point Plan (4PP) and measured through our Corporate Responsibility Performance Metric (CRPM) and externally through leading frameworks for sustainability reporting.



**Internal:**

- **4PP** – specific targets for key metrics under First Priorities (H&S, Environment, and Communities)
- **CRPM** – a measure used to assess Company performance in the short-term incentive plan for SLT (25% weighting\*)

**Measurable** indicators of performance in each area

**External:**

- Annual reporting of ESG metrics through internationally recognized and established frameworks
- Global Reporting Initiative
- Sustainability Accounting Standards Board
- Task Force on Climate-Related Financial Disclosures
- CDP

\*as of 2022.



Table 2: Annual targets and areas of future focus

Area of performance	Future Focus
<b>Do No Harm</b>	
Safety, health and well-being	<ul style="list-style-type: none"> <li>• Maintain leading safety performance within the gold sector.</li> <li>• Progress the installation of fatigue monitoring systems on mobile mine equipment at Kinross sites.</li> <li>• Continue our focus on employee well-being, including support for mental health.</li> </ul>
<b>Environment</b>	
Environment Climate change	<ul style="list-style-type: none"> <li>• Achieve a 30% reduction in GHG emissions intensity from our 2021 baseline, on an intensity per ounce basis, by 2030 on the path to net-zero carbon emissions by 2050.</li> <li>• Increase the percentage of renewable energy in our total energy mix, including implementation of a solar energy project at Tasiast.</li> </ul>
Water	<ul style="list-style-type: none"> <li>• Consider life of mine water use and water risk in assessment of new projects.</li> </ul>
Tailings Management	<ul style="list-style-type: none"> <li>• Continue building towards full alignment with Global Industry Standard for Tailings Management.</li> </ul>
Biodiversity	<ul style="list-style-type: none"> <li>• Continue to evaluate strategic opportunities regarding natural capital and align overall approach with guidance under the Taskforce on Nature-related Financial Disclosures (TNFD).</li> </ul>
Closure and Rehabilitation	<ul style="list-style-type: none"> <li>• All sites to develop specific objectives including closure costs, progressive reclamation, and risks and uncertainties.</li> </ul>
<b>Community</b>	
Community Indigenous Peoples	<ul style="list-style-type: none"> <li>• Maintain leading standards of engagement with our rightsholders and stakeholders, in particular vulnerable groups.</li> <li>• Engage with Indigenous Peoples in ways which respect their unique cultures and ways of life, considering in particular our development projects located on traditional lands.</li> </ul>
<b>Make a Positive Contribution</b>	
Employment	<ul style="list-style-type: none"> <li>• Contribute to the achievement of full and productive employment and decent work for all women and men (SDG 8.5).</li> </ul>
Inclusion and Diversity	<ul style="list-style-type: none"> <li>• Develop and retain the racial, ethnic, cultural and multinational diversity of talent within our globally diverse workforce.</li> </ul>
Local Benefit	<ul style="list-style-type: none"> <li>• Enhance the capacity of small and medium enterprises in host jurisdictions (SDG 8.3).</li> </ul>
Community Development	<ul style="list-style-type: none"> <li>• Continue to measure development outcomes in local benefit footprint areas.</li> </ul>
<b>Act Ethically and Transparently</b>	
Ethics	<ul style="list-style-type: none"> <li>• Through our global compliance program prevent corruption and bribery in all their forms.</li> </ul>
Human Rights	<ul style="list-style-type: none"> <li>• Maintain our commitment to respect for, and the protection of, human rights and seek to continuously improve our governance for human rights.</li> </ul>
Engagement	<ul style="list-style-type: none"> <li>• Through transparent stakeholder engagement program, contribute to strong (SDG 16.6), inclusive decision-making (SDG 16.7), and effective cross-sector collaboration (SDG 17.17).</li> </ul>
<b>Continuous Improvement</b>	
Continuous Improvement	<ul style="list-style-type: none"> <li>• Progress towards further integration of ESG data into required disclosure.</li> <li>• Consolidate annual process for limited external assurance of ESG data.</li> <li>• Commission independent third-party assurance of RGMP conformance.</li> <li>• Increase the weighting of the ESG metric in the short-term incentive plan for executives to 25%.</li> </ul>

## BUILDING ON OUR STRONG TRACK RECORD

Responsible Mining has been at the heart of Kinross' culture since the Company's earliest days. Kinross was a founding contributor to the International Cyanide Management Code in 2002. In 2007, we launched our corporate responsibility strategy and, a year later, published our first report following the GRI framework.

Our strategy was further updated in 2016 with the Kinross Safety and Sustainability Policy. 2019 saw Kinross first reporting against the SASB and TCFD frameworks. Recent years have seen numerous other changes and improvements as our sustainability strategy continues to evolve, adapting to the needs of our business and responding to the interests of our stakeholders. Read our [Kinross' Sustainability Timeline](#) to learn more about the evolution of our strategy and program.

### Leading ESG Governance

In 2021, we updated the Charter of the Corporate Responsibility and Technical Committee (CRTC) to strengthen Board-level review and oversight of sustainability strategy, management systems and management's performance against objectives. The updated Charter includes review and recommendation to the Board for approval of Kinross' voluntary ESG disclosures, including sustainability reporting and ESG performance. Among 2021 highlights, the CRTC fulfilled its oversight role of management's decision to be a net-zero GHG emissions company by 2050 and establishment of a GHG intensity reduction target of 30% by 2030. The CRTC met six times with 100% attendance, including six times independent of management in 2021. For further information on our ESG Governance, see our most recent [Management Information Circular](#).

With the rising focus on ESG among our key stakeholders, particularly among our institutional investors, we established a new ESG Executive Committee in 2021 to enhance and broaden governance of ESG (Figure 5). Reporting to the Senior Leadership Team, and to our Board on a quarterly basis, the ESG Committee's mandate is to lead the development of a holistic ESG strategy, which builds upon our strong ESG record and extends beyond our First Priorities. The Vice-President, ESG Strategy, a new role focused exclusively on ESG strategy, reports to the ESG Executive Committee. A newly created cross-functional Steering Committee is also contributing to the generation of ideas, knowledge of stakeholder perspectives, strategic goals, and performance indicators.

Figure 5



**“The Board of Directors of Kinross has always placed high priority on the Company’s ESG performance and its overall strategy. In 2021, the CRTC updated its charter to define more clearly its governance and oversight role for ESG.**

**The committee will continue to hold management accountable for performance across the Company’s material ESG issues, with particular focus on health and safety, climate change, tailings management, and relationships with communities.”**

**Kelly Osborne,  
Independent Director,  
Chair CRTC**

## OUR ESG PRIORITIES

In early 2022, we updated our assessment of material ESG issues for the Company (Figure 6). We contracted an independent third-party to undertake detailed, one-to-one, interviews with 10 senior Kinross executives. Each participant was asked to revisit Kinross' 2020 ESG materiality matrix and to confirm or recommend a shift in the relative position of material topics, identify new topics and validate definitions. To include the external stakeholder perspective, an analysis was carried out of categorized reports from 19 sources, including ESG ranking and rating organizations, investors and others.

In addition, Kinross' material topics were benchmarked against those of three peer mining companies (Barrick, Newcrest, and Anglo Gold Ashanti). Using the 2020 materiality coordinates as a base, topics were mapped based on the consolidated input of stakeholders to position material topics according to their refreshed significance to Kinross.

There was consensus among the interviewees on a number of the issues; for example, virtually all rated climate change as more significant in 2022 compared to 2020. In addition, some adjustments have been made to the names of our material ESG issues, with the objectives of greater clarity and avoidance of potential duplication.

Following final internal reviews of the materiality matrix, it was decided to publish the 15 most important material ESG topics for the company as a table (in alphabetical order), rather than a matrix, to recognize that all are highly important to our stakeholders and of highest significance to Kinross ESG' impacts, and to avoid misinterpretation for stakeholders about relative positioning and the importance of topics.

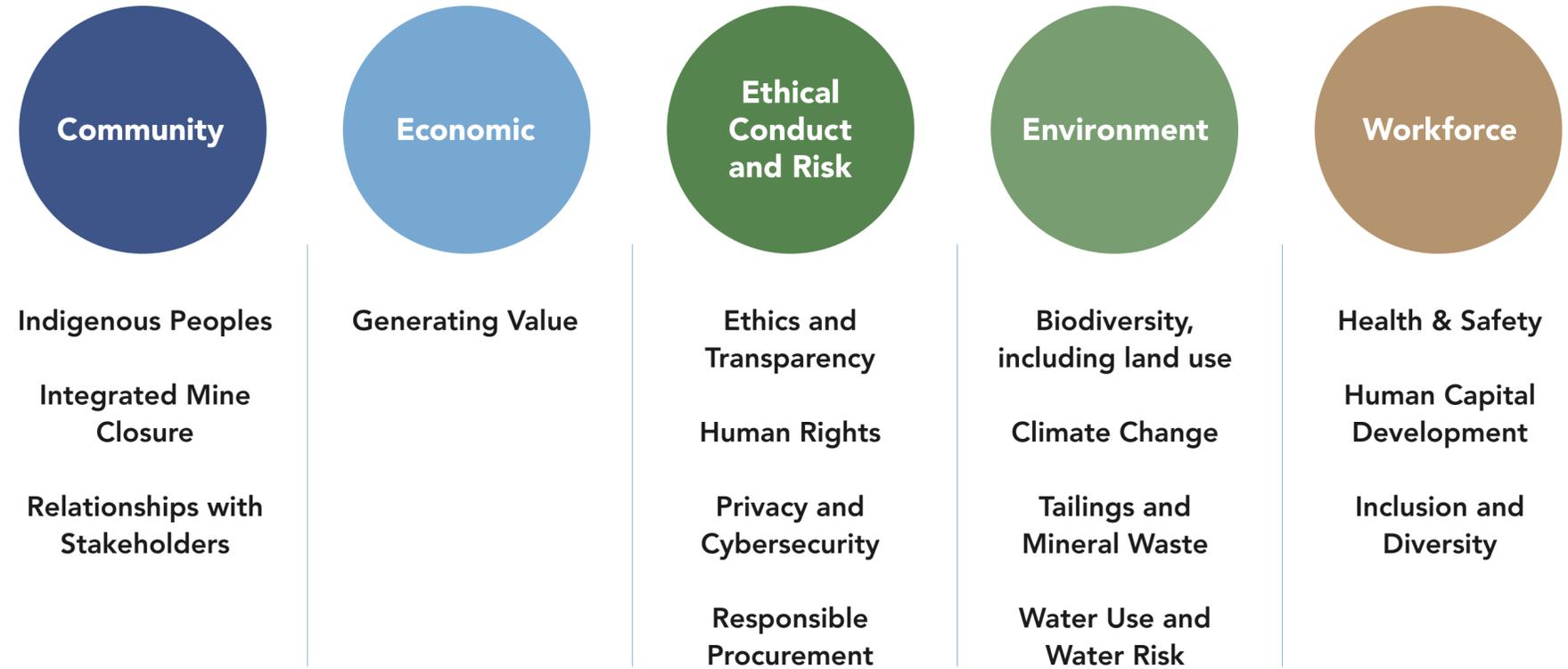
On the following pages we have mapped our material ESG topics against material topics identified by GRI and SASB for the Metals and Mining sector, in addition to the UNGC and RGMP principles, as well as, relevant SDGs. This table highlights the coherence and consistency of our sustainability strategy with recognized frameworks.

## Contributing to the Advancement of the Sustainable Development Goals

Kinross supports the advancement of the United Nations Sustainable Development Goals (SDGs). We contribute to the SDGs directly and indirectly through our business activities. We focus primarily on those SDGs where we believe Kinross can make the greatest positive impact and on those where our activities may cause potential negative impacts.

Figure 6

### MATERIAL ESG ISSUES ACCORDING TO KINROSS'S IMPACT AND IMPORTANCE TO STAKEHOLDER DECISION-MAKING



Against the backdrop of the ongoing COVID-19 global pandemic and related health and socio-economic impacts, our priority SDGs remain constant: supporting the good health and well-being (SDG3) of our employees, their families and the people living in our host communities, providing decent work and supporting economic growth (SDG8), and continuing efforts to address the priorities of the global community including gender equality (SDG 5) and climate change (SDG13).

For insight into Kinross' contribution to priority SDGs including SDG sub-goals, see [Kinross.com](https://www.kinross.com).



# Do No Harm

We establish standards of practice designed to protect our workforce, environment and host communities from negative impacts, in accordance with applicable laws and regulations in the jurisdictions where we operate.

Kinross Material ESG Topics	GRI Material Topics	SASB Metals and Mining	RGMP Principle	UNGC Principle	UN SDG Global Goals
<b>Safety</b> Workplace health and safety	Occupational health and safety	Workforce health and safety	 	 	
<b>Environment</b> Tailings and mineral waste Climate change  Operational performance  Biodiversity, including land use Integrated mine closure Water use and water risk	Tailings and mineral waste (MM) <sup>1</sup> Emissions  Energy Materials  Biodiversity (MM) <sup>1</sup> Closure planning (MM) <sup>1</sup> Water and effluents	GHG emissions Air quality Energy management Waste and hazardous materials management Biodiversity impacts  Water management	   		    
<b>Community</b> Relationships with stakeholders Indigenous Peoples	Rights of Indigenous Peoples (MM) <sup>1</sup> Artisanal and small-scale mining (MM) <sup>1</sup> Resettlement (MM) <sup>1</sup>	Community relations  Security, human rights and Rights of Indigenous Peoples	 		   

1. MM – indicates that there are some Mining and Metals Sector Specific Indicators.



# + Make a Positive Contribution

We operate in a way that creates meaningful livelihoods for employees, opportunities for suppliers and improvements in our host communities.

Kinross Material ESG Topics	GRI Material Topics	SASB Metals and Mining	RGMP Principle	UNGC Principle	UN SDG Global Goals
<p><b>Employment</b></p> <p>Inclusion and diversity</p> <p>Human capital development</p>	<p>Diversity and equal opportunity</p> <p>Training and education</p> <p>Labour/management relations (MM)<sup>1</sup></p> <p>Non-discrimination</p> <p>Freedom of association and collective bargaining</p> <p>Employment</p>	<p>Labour relations</p>	<p>7. Working with communities</p> <p>6. Labour rights</p>	<p>HUMAN RIGHTS</p> <p>LABOR</p> <p>1, 2</p> <p>3, 4, 5, 6</p>	<p>3 GOOD HEALTH AND WELL-BEING</p> <p>4 QUALITY EDUCATION</p> <p>5 GENDER EQUALITY</p> <p>8 DECENT WORK AND ECONOMIC GROWTH</p>
<p><b>Local Benefit</b></p> <p>Responsible procurement</p>	<p>Direct economic value</p> <p>Procurement practices</p> <p>Supplier assessment</p> <p>Market presence</p>	<p>n/a</p>	<p>3. Supply chain</p> <p>7. Working with communities</p>	<p>HUMAN RIGHTS</p> <p>LABOR</p> <p>1, 2</p> <p>6</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p> <p>10 REDUCED INEQUALITIES</p> <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>

1. MM – indicates that there are some Mining and Metals Sector Specific Indicators.



# Act Ethically and Transparently

We operate with respect for human rights and we engage with our stakeholders.

Kinross Material ESG Topics	GRI Material Topics	SASB Metals and Mining	RGMP Principle	UNGC Principle	UN SDG Global Goals
<b>Community Development</b> Generating value	Direct economic value Indirect economic impacts	n/a	 	 1, 2      10	 
<b>Ethics</b> Ethics and transparency Privacy and cybersecurity	Anti-corruption Tax transparency Socio-economic compliance	Business ethics and transparency		 1, 2      6      10	
<b>Human Rights</b> Human rights Indigenous Peoples	Human rights assessment Security practices Rights of Indigenous Peoples (MM) <sup>1</sup> Forced or compulsory labour	Security, human rights and rights of Indigenous Peoples		 1, 2      3, 4, 5, 6	
<b>Engagement</b> Ethics and transparency Relationships with stakeholders	Public policy Stakeholder engagement	n/a		 1, 2	

1. MM – indicates that there are some Mining and Metals Sector Specific Indicators.



### STAKEHOLDER ENGAGEMENT

Maintaining transparent and meaningful relationships with stakeholders both at the corporate level and in the communities where we operate is fundamental to us. We enable our stakeholders' participation in important ways on matters that affect them and work to ensure that their feedback, perceptions and interests inform our strategy and are reflected in our actions. Through dialogue and listening, we can better understand our impacts, our operating context, and keep abreast of evolving stakeholder expectations of Kinross. In turn, our stakeholders count on us to provide accurate, transparent information about our performance and potential risks, and the measures we are taking to address them. Our responsibility to engage extends to all our stakeholders across different levels of the company, from our operating sites and projects, across our three regions and corporate. To learn more about our approach, see [Management Approach, Stakeholder Engagement](#).

At the corporate level, stakeholder engagement involves many functions including our Senior Leadership Team, investor relations, safety and sustainability, finance and treasury, human resources, government relations, corporate communications, and supply chain. Engagement with corporate stakeholders provides important feedback on our sustainability strategy and performance, which we consider in updates to our strategy as well as action plans across all functional areas. The most important area of feedback during 2021 was related to climate change, where some investors asked the Company to develop GHG reduction targets and commit to net-zero emissions for 2050. Table 3 provides a corporate-level view of the ways in which our corporate teams engaged in 2021 and the key topics raised throughout the year.

For more information on the work underway to engage at the community level, read [Addressing Local Stakeholder Issues](#).

*We engage with a broad range of stakeholders at the local, regional and corporate level.*





Table 3: Stakeholder Engagement

Stakeholder group	Key topics raised	Ways we engaged/frequency	2021 initiatives/engagements (examples)
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Workplace Health and Safety</li> <li>• Impacts of COVID-19</li> <li>• Inclusion and diversity</li> <li>• Talent Development</li> <li>• Total Rewards</li> </ul>	<ul style="list-style-type: none"> <li>• Employee surveys (targeted, site- and regionally-specific)</li> <li>• Webinars</li> <li>• Direct meetings</li> <li>• Biannual CEO “Town Halls” and special topics</li> <li>• <a href="#">Kinross World</a> online employee publication (five languages)</li> <li>• Email announcements</li> <li>• Videos</li> </ul>	<ul style="list-style-type: none"> <li>• Webinars on mental health and leadership</li> <li>• Wellness challenges</li> <li>• Unconscious bias training for managers</li> <li>• Leadership training for new managers</li> <li>• Inclusive hiring practices for hiring managers</li> <li>• Return to office support materials for leaders and employees</li> <li>• Introduction of “Buddy Program” and “First Anniversary Coffee Chats” for new hires</li> </ul>
<b>Investors, shareholders, rating agencies, lenders, and analysts</b>	<ul style="list-style-type: none"> <li>• GHG reduction targets for 2030 and ESG material topics</li> <li>• Tasiast operational interruption</li> <li>• Financial and operational performance</li> <li>• Dividend policy</li> <li>• Capital allocation</li> <li>• Stock performance and valuation</li> <li>• Growth targets</li> </ul>	<ul style="list-style-type: none"> <li>• Direct meetings (in-person and virtual)</li> <li>• Investor Conferences</li> <li>• Investor calls</li> <li>• <a href="#">Annual Meeting</a></li> <li>• <a href="#">News releases</a></li> <li>• <a href="#">Website</a></li> <li>• Social media</li> </ul>	<ul style="list-style-type: none"> <li>• Annual “Say on Pay” shareholder outreach program</li> <li>• Quarterly investor calls</li> <li>• Special topic investor calls</li> <li>• Environmental and social monitoring</li> <li>• Technical monitoring</li> <li>• Attend broker ESG conference</li> </ul>
<b>Host communities</b>	<ul style="list-style-type: none"> <li>• Partnerships and collaboration</li> <li>• Community development</li> <li>• Local employment and local business opportunities</li> <li>• Impacts from operations, especially traffic (noise/dust) and environment</li> </ul>	<ul style="list-style-type: none"> <li>• Planned stakeholder engagements with local community organizations and local authorities</li> <li>• Broad community engagement</li> <li>• Local community investments, partnerships and sponsorships</li> <li>• Grievance resolution mechanism</li> <li>• Early consultation for planned projects</li> </ul>	<ul style="list-style-type: none"> <li>• Early, informed consultation with Indigenous and local communities related to our development projects in Alaska, Chile and Russia</li> <li>• Engagement with downstream communities at Paracatu following unplanned activation of tailings facility emergency sirens</li> <li>• Engagement with multiple local stakeholders at Chirano on concerns about local jobs and business</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>• Company performance</li> <li>• Acquisition of Great Bear Resources</li> <li>• ESG and industry issues</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of timely information through news releases, website, and social media channels</li> <li>• Interviews</li> <li>• Communications via phone and email</li> <li>• Regulatory filings and other corporate publications</li> </ul>	<ul style="list-style-type: none"> <li>• CEO interviews for print and broadcast media</li> <li>• At site level, engagement included site visits and general group media updates</li> </ul>



Table 3: Stakeholder Engagement (continued)

Stakeholder group	Key topics raised	Ways we engaged/frequency	2021 initiatives/engagements (examples)
<b>Governments and regulators</b>	<ul style="list-style-type: none"> <li>• Safe operations and responsible business conduct</li> <li>• Tax and royalty contributions</li> <li>• Compliance with law and regulation</li> <li>• Employment</li> <li>• Infrastructure</li> <li>• Contribution to national and local socio-economic development</li> <li>• Environmental protection</li> <li>• Respect for the rule of law</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory submissions</li> <li>• Submitting information requests</li> <li>• Public consultations</li> <li>• Ongoing group meetings and individual communications and correspondence</li> <li>• Participation in events and roundtables and other forums</li> <li>• Collaboration on joint campaigns, programs</li> <li>• Dispute resolution and dialogue tables</li> <li>• Site tours in accordance with COVID-19 health regulations</li> <li>• Information requests</li> </ul>	<ul style="list-style-type: none"> <li>• Completed agreement with Government of Mauritania for operation of the Tasiast mine</li> </ul>
<b>Insurers</b>	<ul style="list-style-type: none"> <li>• Potential physical damage and business interruption related claims</li> <li>• Environmental exposures</li> </ul>	<ul style="list-style-type: none"> <li>• Direct meetings (in-person and virtual)</li> </ul>	<ul style="list-style-type: none"> <li>• Annual loss prevention site surveys with insurer attendance</li> <li>• Annual insurance renewal presentations</li> </ul>
<b>Gold refiners</b>	<ul style="list-style-type: none"> <li>• Requirement for external refiners to comply with London Bullion Metal Association (LBMA) Responsible Sourcing Program</li> <li>• Responsible Gold Mining Principles</li> </ul>	<ul style="list-style-type: none"> <li>• To assist with the Responsible Sourcing Program, provision of updates to Know Your Client (“KYC”) forms to refiners and access for refiners to perform due diligence site visits</li> <li>• Explanation of Kinross process to implement and assure against the Responsible Gold Mining Principles</li> </ul>	<ul style="list-style-type: none"> <li>• Conflict-free gold report in accordance with the World Gold Council’s Conflict-Free Gold Standard</li> <li>• Kinross only engages LBMA accredited refineries to refine doré into gold and silver bars for delivery</li> </ul>
<b>Suppliers and contractors</b>	<ul style="list-style-type: none"> <li>• Supply chain disruptions</li> <li>• Security of supply</li> <li>• Costs</li> <li>• Strategic contracting</li> <li>• Greenhouse gas emissions</li> <li>• Social responsibility and supplier due diligence</li> <li>• ESG/Anti-bribery-Anti-corruption/Modern Slavery</li> </ul>	<ul style="list-style-type: none"> <li>• Business continuity discussions with targeted supply and contractor base</li> <li>• Targeted inventory adjustments to accommodate long lead times</li> <li>• Monthly cost review vs. Budget vs. market (leading &amp; lagging)</li> <li>• Leveraging long-term partnerships to reduce and avoid costs</li> <li>• Competitive tendering of key commodities &amp; services</li> <li>• Partnerships with select original equipment manufacturers to identify opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• All suppliers vetted by way of third-party due diligence provider</li> <li>• All suppliers agree to Company’s Supplier Standards of Conduct</li> <li>• COVID-19 response plans initiated</li> <li>• Increase safety stocks for key consumables</li> <li>• Emphasis on demand planning: fleet, giant tires, cyanide, OEM parts</li> <li>• Initiate construction projects as soon as possible</li> <li>• Cross-functional Finance and Supply Chain cost and consumption tracking</li> </ul>



Table 3: Stakeholder Engagement (continued)

Stakeholder group	Key topics raised	Ways we engaged/frequency	2021 initiatives/engagements (examples)
<b>NGOs, multinational organizations, think tanks and civil society</b>	<ul style="list-style-type: none"> <li>• Social performance</li> <li>• Cross-sector collaboration</li> <li>• Indigenous relations</li> <li>• Anti-racism</li> <li>• Beneficial ownership</li> <li>• Natural capital</li> <li>• Climate change</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Surveys</li> <li>• Joint projects</li> <li>• Working groups</li> </ul>	<ul style="list-style-type: none"> <li>• Devonshire Initiative workshops on cross-sector collaboration</li> <li>• EITI survey on beneficial ownership</li> <li>• MAC – Transparency International workshop on business integrity in stakeholder engagement</li> <li>• Excel/CBSR Net-Zero working group</li> </ul>
<b>Peer and Industry associations</b>	<ul style="list-style-type: none"> <li>• Responsible enterprise</li> <li>• Interface between large-scale mining and artisanal and small-scale mining (ASM)</li> <li>• Social and economic benefits of mining</li> <li>• ESG disclosure</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings</li> <li>• Working groups</li> <li>• Collaboration on white papers/standards development/ best practices</li> <li>• Roundtable discussions</li> </ul>	<ul style="list-style-type: none"> <li>• MAC roundtable with Export Development Canada (EDC) as part of EDC’s consultations with different sectors</li> <li>• MAC roundtable on issuer ESG disclosure and alignment with investor expectations</li> <li>• Engagement through national and state industry associations on a range of public policy and responsible mining topics</li> </ul>

Kinross is a member or supporter of a number of organizations and initiatives, all of which coalesce around the theme of responsible business and mining. Since 2010, Kinross Gold has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, the environment, and anti-corruption.

WE SUPPORT





## UNDERSTANDING EMERGING RISKS

Kinross operates in a dynamic risk landscape. We rely on our enterprise risk management system (ERM) program as the cornerstone of our Kinross risk management process. Through the ERM program, risks are identified under a broad range of categories<sup>1</sup> to ensure a comprehensive risk profile is obtained. We provide a detailed review of our risk factors in our [2021 Annual Report](#) (pages MDA 38 to MDA 50). We also consider emerging risks, which contemplate new risks that may be apparent as the context of circumstances change. We have identified two salient emerging risks in Table 4 below.

**Table 4: Emerging Risks**

Emerging Risk	Description	Impact	Mitigating Actions
<b>Impacts to business continuity due to long-term trends and changes in labour markets.</b>	The COVID-19 pandemic illustrated the global and dramatic impacts that a major public health issue can cause, both immediately and cumulatively. A major public health issue can have multiple direct and indirect impacts on business continuity.	<b>High.</b> Increased absence of workforce due to illness; increased demands from communities and host governments for support; increased costs, delays, and impacts to supply chain. Tight labour market for key sectors of the global economy, changing nature of work and impacts on talent attraction and retention, and potential consequences to business continuity.	Monitoring of country economic and political indicators; engagement with authorities and trade organizations. Engagement with key global suppliers.
<b>Impacts to business due to unanticipated global/domestic events.</b>	An increase in geopolitical uncertainty resulting in social and economic effects that create highly complex and uncertain business environment.	<b>High.</b> Impact on business continuity; inflationary effects in the economy causing increased input costs as well as social impacts in communities and host countries.	Strengthen scenario analysis capabilities; engagement with key suppliers; engagement with key stakeholders and monitoring of social and economic trends.

1. Includes Compliance, Community Relations, Corporate Affairs, Energy, Environment and Climate Change, Equipment, Exploration, Finance, Financial Reporting, Government Relations, Health and Safety, Human Resources, Infrastructure, Legal, Mining, Modelling, Permitting and Regulatory, Processing, Project Management, Security, Supply Chain, Systems and IT, Tailings Management, Tax, Treasury, and Water Management.

# Act Ethically and Transparently

We adhere to the highest standards of business conduct and ethics in all of our dealings and operate in compliance with the law; we expect those with whom we do business to do the same.

We maintained our strong record of ethical compliance in 2021.

▶ **98%**

Completed the assessment of approximately 98% of Tier 1 suppliers at operating sites since the launch of our updated due diligence process.

▶ **ZERO**

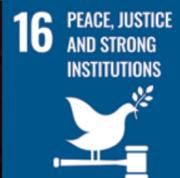
Zero substantiated cases of public corruption and bribery.

▶ **100%**

Attained 100% completion for our annual signed acknowledgement of Core Policies, director level and above.



Ethical Conduct	34
Human Rights	35
Labour Rights	35
Responsible Procurement	36
Public Policy	37
Tax Transparency	38
Privacy and Cybersecurity	38





# Act Ethically and Transparently

## ETHICAL CONDUCT

As a responsible mining company, a fundamental commitment to ethical business conduct and an exemplary track record of compliance are imperative to business success. To support this commitment, our Code of Business Conduct and Ethics is available in the six languages spoken by employees across our global operations. At Kinross, we maintained our strong record of ethical compliance in 2021 and reported zero cases of corruption and bribery for the year.

We attained 100% completion for our annual signed acknowledgement of Core Policies (Code of Business Conduct and Ethics, Whistleblower Policy, and Disclosure and Insider Trading Policy) via our online learning portal, Kinross University. Employees at global director level and above as well as employees in higher-risk roles were required to sign off on Core Policies in 2021. Other achievements throughout 2021 included:

- Reported zero substantiated cases of public corruption or bribery (Table 5).
- Updated our annual Code of Business Conduct training in late 2021 and achieved a completion rate of 67% by the January deadline.
- Received 55 Whistleblower reports via our Integrity Hotline, emails and letters, a slight reduction from the 58 complaints received in 2020. See Table 6 for a breakdown of 2021 complaints received by category.
- Launched updated anti-corruption training and achieved a 94% completion rate among corporate, regional and site management, and a 77% completion rate among all employees, over the past two years. The total number of employees trained is 3,646 and encompassing those with a Kinross email including operators, but excludes board members and embedded contractors. The number of embedded contractors trained was 225, which is 44% of the total number of embedded contractors (516).<sup>1</sup> Of the 1,898 operators who received the training assignment, 68% completed it.

TABLE 5: Five-Year Substantiated Cases of Public Corruption

	2017	2018	2019	2020	2021
Total Matters Addressed (# of cases of Corruption)	n/r	1	1	1	1
Total Substantiated Cases (# of cases of Corruption)	0	0	0	0	0 <sup>1</sup>

n/r – not reported

1. Represents status as of February 2022 and applies to FY2021.

TABLE 6: 2021 Whistleblower Complaints Received by Category<sup>2</sup>

	Number	Percentage
Conflict of interest	6	11%
Disclosure of Confidential Information	0	0
Fraud	11	20%
Gifts and Entertainment	1	2%
Improper Supplier or Contractor Activity	3	5%
Misconduct	20	36%
Other	3	5%
Theft	1	2%
Violation of Policy	10	18%
<b>Total</b>	<b>55</b>	<b>100%</b>

2. Misconduct includes discrimination and harassment. This category includes the three substantiated allegations of human rights violations reported in the Human Rights section of this Report.

### ANALYST CORNER: ETHICAL CONDUCT

Read [Management Approach](#)

GRI 102, 205, 419 SASB  
RGMP Principle 1 SDG 16  
UNGC Principle 1, 2, 6, 10



### FUTURE FOCUS

We expect to maintain our record of 100% signed acknowledgement of Core Policies, from director level and above, and our strong completion rate for compliance training on the Code. We will continue to enhance our reporting regarding breaches of the Code of Conduct and Whistleblower complaints.



## HUMAN RIGHTS

Respect for human rights is integrated into everything we do through our policies, standards and practices, reinforced by our ongoing commitments to the United Nations Global Compact and the Responsible Gold Mining Principles.

Throughout 2021, we continued to meet our commitments to protect and respect human rights, listened to concerns from our stakeholders and provided access to remedy.

In 2021, three Whistleblower allegations that were substantiated after investigation, fell within the human rights topic, all within the discrimination and harassment category.

In other areas of performance, we:

- Completed annual human rights and security training for 94% of Kinross' security workforce (Table 7), in line with the prior year, as part of our Human Rights Adherence and Verification Program (HRA&VP) and in keeping with the requirements of the Voluntary Principles on Security and Human Rights. Notable improvements included site management teams receiving human rights and security presentations at mine sites where this previously had not been done.
- Expanded our HRA&VP to Kinross' development projects.
- Continued mix of both remote and in-person audits and human rights and security risk assessments at five of our operating sites using Kinross' Human Rights Toolkit. Audits were conducted in person at Tasiast and Chirano, and remotely at Round Mountain, Fort Knox, and Bald Mountain, and action plans developed where necessary.
- Registered a number of use of force incidents at Tasiast in 2021, most of which involved throwing of stones by illegal miners at Tasiast security vehicles and staff. The site's response to these incidents follows the Voluntary Principles on Security and Human Rights.

TABLE 7: Five-Year Human Rights and Security Training (% trained)

	2017	2018	2019	2020	2021
Security personnel who completed human rights and security training	98	100	99	96	94

### ANALYST CORNER: HUMAN RIGHTS

Read [Management Approach](#)



GRI 410, 412, G4-MM8

SASB

RGMP Principle 2, 5

UNGC Principle 1, 2

SDG 16



## Labour Rights

Fairness and equality are entrenched in our Code of Business Conduct and Ethics, our participation in the UNGC, and commitment to support the Core Labour Conventions of the International Labour Organization (ILO). In 2021, we met our commitment to respect and uphold freedom of association, collective bargaining, and related core conventions of the ILO. In 2021, 41% of our workforce was represented by collective agreements (Figure 7).

There were zero strikes and/or lockouts at Kinross' operations in 2021. Collective agreements remained in place at our sites in Brazil, Chile, Ghana and Mauritania throughout 2021 (Figure 8). At Paracatu, the two-year collective agreement is set to expire in 2022. In Chile, three-year agreements at La Coipa and Maricunga are in place until 2023. At Chirano, junior and senior staff agreements are negotiated and renewed annually. The contract of employment process is in place for 2022, with the next review in 2023. The three-year agreement at Tasiast is set to expire in December 2022.

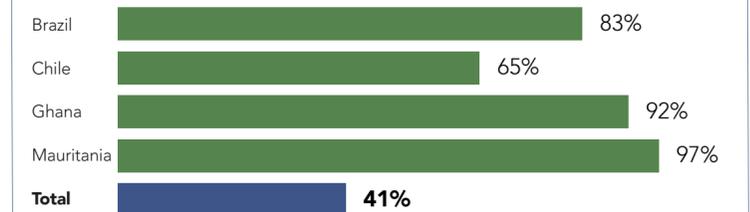
In Russia, a union was registered at Kupol in February 2012, but there are currently no union members, and at Dvoynoye, a union was registered in 2015, and currently has two members. Collective bargaining is not required until a majority of employees have formed a union. Kinross employees in the United States, Canada, Spain and the Netherlands are non-unionized.

The Company reviewed nine complaints of alleged employee discrimination and harassment in 2021, received under the Whistleblower Policy, of which three were substantiated.

Figure 7  
Five-Year Employees Covered by Collective Bargaining Agreements (%)



Figure 8  
Employees Covered by Collective Bargaining Agreements (%) (as of December 31, 2021)



### ANALYST CORNER: LABOUR RIGHTS

Read [Management Approach](#)



GRI 402, 406, 407, G4, MM4

SASB

RGMP Principle 6

SDG 8

UNGC Principle 3, 4, 5, 6

[Data Tables](#)



### FUTURE FOCUS

In the coming year, we are planning to advance the implementation of the HRA&VP across our growth projects while maintaining high levels of compliance with our HRA&VP at our operating sites. We are on track to meet our site audit and human rights security assessments target of 100% of all sites every two years, by completing an audit and action plan at Paracatu in 2022. Labour negotiations to renew the collective agreements at both Paracatu and Tasiast will begin in 2022.



## RESPONSIBLE PROCUREMENT

**Kinross is committed to managing procurement and supply operations in a lawful, ethical and socially responsible manner that meets the expectations of stakeholders. It is our objective to only engage with suppliers that share our values with respect to human rights, safety and sustainability.**

In 2021, we made strong progress towards this commitment through the ongoing implementation of our reputational due diligence program, where we have been able to meet and exceed our target of 95% completion for all suppliers of our operating sites as defined in our Supply Chain Policy. In some jurisdictions where there are potentially higher risks, we have reached 100% of those suppliers covered by our Supply Chain Policy.

Our 2021 performance and results for the year include:

- **Completed the assessment of approximately 98% of Tier 1 suppliers at operating sites** since the launch of our updated due diligence process. Our assessment results continue to demonstrate that the majority of our vendors represent very low and low risk.
- Launched a new supply chain training module on Kinross University for all employees who interact in a meaningful way with the procurement process and achieved a completion rate of 91.5%.
- Conducted targeted training for key corporate functions with responsibility for new supplier selection to raise awareness of, and compliance with, the reputational due diligence process at the corporate level.
- Continued to report high levels of compliance with new suppliers through regular monitoring.
- Aligned with our goal of continuous improvement, we expanded our reputational due diligence to cover additional third parties to address potential risks in areas such as donations.
- Advanced our local procurement strategy, targeting sourcing of 75% to 80% of goods and services locally. [Read Local Procurement](#)
- Maintained our due diligence focus on mitigating the risk of forced labour in our supply chain in Mauritania. By the end of 2021, acknowledgement forms had been received from 100% of local suppliers.

### ANALYST CORNER: RESPONSIBLE PROCUREMENT



Read [Management Approach](#)



GRI 102, 308, 409, 414 SDG 8

RGMP Principle 3 UNGC Principle 1, 2, 3, 4,10

## 2021 GLOBAL PROCUREMENT SPEND



### FUTURE FOCUS

During the second half of 2022, we will be conducting an information gathering process to support a comprehensive review and update of Kinross' Supply Chain Policy in 2023 and ensure that it continues to align with current best practices and reflects the maturation of Kinross' due diligence program.

Through ongoing and targeted training, we will continue to address gaps and further embed our supply chain policies and reputational due diligence into our culture as well as drive compliance globally. With the majority of our suppliers now evaluated as part of our reputational due diligence process, continuous monitoring and ongoing risk mitigation across existing suppliers will be an important focus of the next phase in our program.

### SUPPLY CHAIN DUE DILIGENCE IN MAURITANIA

During 2021, 240 third parties were assessed through our due diligence system, including both local and international third parties. Since the beginning of this process in November 2019, a total of 72 third parties have been rated as high risk. The due diligence team continues to monitor all third parties on an ongoing basis. All new suppliers are required to complete training, acknowledge and sign the forced labour form as part of their registration with Tasiast.

While health restrictions limited in-person training sessions, a total of 368 active suppliers responded to an email from Tasiast on forced labour, with a signed acknowledgment form. Currently, 100% of our active suppliers have signed this form. Zero cases of non-conformance, of forced labour incidents, and of grievances related to forced labour were reported during the year. Hence, no corrective actions were necessary. No legislative or policy changes were made in Mauritania on this matter during the year.



## PUBLIC POLICY

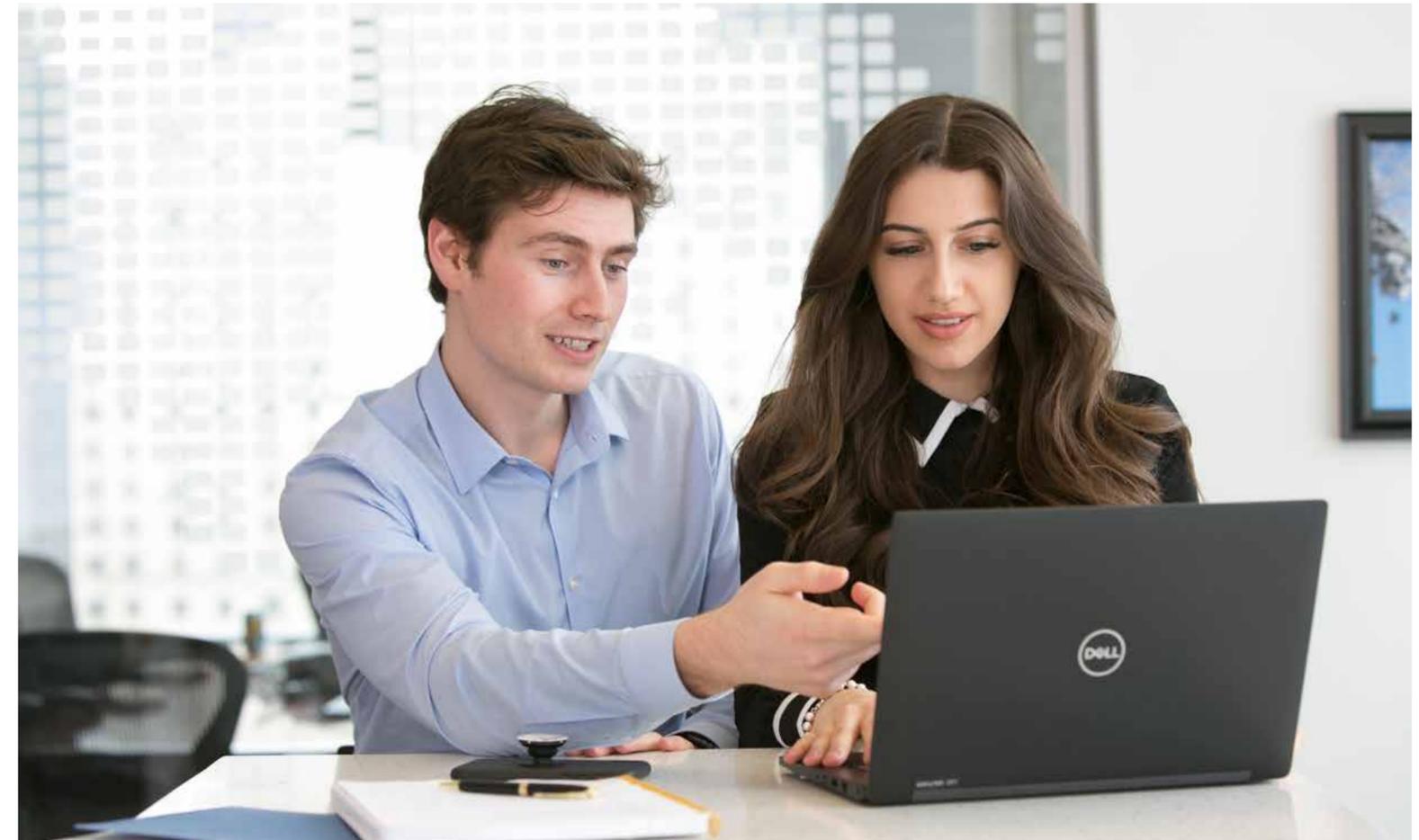
We engage in the public policy arena ethically, transparently and in accordance with the law to help ensure that we earn and maintain the confidence of all of our stakeholders, including host governments.

Under our Government Relations Policy (GRP) and guidelines, political donations, sponsorships and other associated political activities are discouraged, and when considered necessary are subject to meticulous review and an approval framework that guides our Company's decision-making process. In 2021, Kinross made zero political donations.

Throughout the year, we continued our engagement with government regulators, public policymakers and non-governmental organizations directly, and via our memberships in industry-related trade associations and support of relevant independent think tanks. Trade association and other membership costs were approximately \$705,000 in 2021.

Performance highlights for the year include:

- Continued engagement with the Government of Mauritania and in July 2021 signed a definitive agreement with the Government of Mauritania to provide enhanced certainty on Tasiast economics. "The completion of this agreement is a testament to the quality of the strategic partnership between the Government of Mauritania and Kinross. The agreement is also indicative of the Government's commitment and focus on attracting responsible, experienced and long-term private sector partners in Mauritania to carry out projects that advance the country's development and provide benefits to its people," said Mauritania's Minister of Petroleum, Mines and Energy, Abdessalem Ould Mohamed Saleh.
- Following further engagement, in January 2022, reached an agreement with the Government of Mauritania regarding two licences located west, east and north of the main Tasiast operation.
- In other jurisdictions, we engaged with authorities through industry associations in Brazil on development of regulations regarding tailings storage facilities. In addition, we worked through the Ghana Chamber of Mines on various public policy issues and in the United States worked through the Nevada Mining Association and at the federal level through the National Mining Association (NMA) on fiscal and other policies.



### ANALYST CORNER: PUBLIC POLICY

Read [Management Approach](#)

GRI 415

RGMP Principle 1

UNGC Principle 10

SDG 16



### FUTURE FOCUS

We will continue to engage in the public policy arena, both directly and through our industry memberships and associations, always seeking transparent and honest relationships through which stable and fair operating conditions prevail in jurisdictions where we have business.



## TAX TRANSPARENCY

As a supporting company of the Extractive Industries Transparency Initiative since 2011, and in compliance with Canada’s Extractive Sector Transparency Measures Act (ESTMA), Kinross meets stakeholder expectations for tax transparency by reporting annually on our tax payments to governments on a country-by-country basis.

Over the past year, we met all of Kinross’ compliance and disclosure obligations pertaining to taxation in all of the jurisdictions where we do business. In Canada, our combined federal and provincial statutory rate remained at 26.5% in 2021, the same as the rate in 2020.

Company matters pertaining to taxation in 2021 are detailed in our [2021 Annual Report](#) (pages MDA 27 and FS 46).

We will complete our submission under the ESTMA requirements providing a transparent account of our 2021 tax and related payments by country, including royalties, fees and infrastructure improvement payments to governments. The payments we make to governments are an important part of our benefit footprint contribution in the jurisdictions where we operate. Read the [ESTMA Report](#) and the [Benefit Footprint](#) section of this report.

## PRIVACY AND CYBERSECURITY

Our day-to-day business activities are heavily dependent on our IT systems, our networks, equipment, hardware, software and telecommunications systems, as well as the IT systems of third-party service providers and vendors. The integrity of our IT systems and resilience to cybersecurity threats are among our highest priorities.

During 2021, we focused on strengthening our security tools and systems to maintain robust IT systems and mitigate the risks from cybersecurity threats. In 2021, we engaged third-party experts to evaluate the maturity and strength of Kinross’ cybersecurity and IT systems and incident response mechanisms. The results found no known indicators of compromise and recommended areas for further improvement, which are being addressed.

Our 2021 performance and results include:

- **Zero material breaches relating to cybersecurity.**
- No material incidents of non-compliance with global privacy regulations by Kinross or any other Kinross entity.
- Continued to require annual employee cybersecurity training via Kinross University, including training for new employees to Kinross as part of their onboarding.
- Delivered cybersecurity training for administrative employees (“technology users”), including a total of 1,300 hours of cybersecurity training dedicated to email security, protection from phishing scams and mobile device (tables and phones) security.
- Enhanced cybersecurity governance by adding the Vice-President, Information Technology with responsibility for cybersecurity, to the Leadership Advisory Team, reflecting the critical importance of this material ESG topic and increased level of scrutiny around cybersecurity matters, as well as strengthening internal visibility of cybersecurity risks.

### ANALYST CORNER: TAX TRANSPARENCY

Read [Management Approach](#)

GRI 207  
RGMP Principle 1

UNGC Principle 10  
SDG 8, 16



### FUTURE FOCUS

We will continue to maintain Kinross’ strong track record of meeting our compliance and tax disclosure obligations across all of our tax jurisdictions.

### ANALYST CORNER: PRIVACY AND CYBERSECURITY

Read [Management Approach](#)

GRI 102-19, 102-20



### FUTURE FOCUS

We will increase our focus on operational cybersecurity to protect our mining and processing technology and ensure we remain strongly positioned to support ongoing business continuity. We will also explore opportunities to boost employee participation in cybersecurity training.

# Do No Harm

We live by our commitment to mitigate and reduce all potential risks arising from our mining activities.

We must manage our operations in a way that protects our workforce, the environment, and our host communities.

▶ **142%**

Increased the average hours of health, safety and emergency training per employee by 142% over five years.

▶ **80%**

Recycled 80% of total water withdrawn, representing 253,048,627 cubic metres of water, in 2021.

▶ **0.34**

Maintained total reportable injury frequency rate of 0.34 per 200,000 hours worked, in line with industry top tier.



<b>Workplace Health and Safety</b>	<b>40</b>
<b>Environment</b>	<b>45</b>
Compliance	45
Climate and Energy	45
Water Management	47
Tailings Management and Mineral Waste	50
Biodiversity and Land Use	50
Integrated Mine Closure and Rehabilitation	55
Waste Management	57
Cyanide Management	58
Air Quality	58
<b>Community</b>	<b>59</b>
Tracking Relationship Quality	61
Engaging with Indigenous Peoples	63
Addressing Local Stakeholder Issues	66

# Do No Harm

## WORKPLACE HEALTH AND SAFETY

We value the occupational health and safety of our people as our top priority. Unfortunately, in 2021 we fell short of our own expectations. While our performance metrics were in line with previous years, and continued to be among the best in our peer group, in June one worker was killed as a result of a fall-of-ground incident at our Chirano mine in Ghana, overshadowing our usual measures of safety performance. That same month, we experienced a major fire at the Tasiast mill as workers conducted welding hot work during routine maintenance. Although no one was hurt as a result of the fire, Tasiast operations were temporarily suspended on June 16, 2021. Mining activities and construction work on the Tasiast 24k project resumed within a week and the mill restart occurred in the fourth quarter of the year.

As a Company, we have investigated these incidents and reinforced controls. In the process, we have not only reviewed these specific incidents, but our overall approach to tracking and managing performance. Our review has found a strong commitment to safety across the organization, and an open attitude to seek opportunities for improvement. The Critical Risk Management program that we have been building since 2018 provides a comprehensive framework for addressing these incidents, by reinforcing front-line management’s ownership of safety, as “Safety Champions” for their respective areas, and building the capacity in our personnel to manage the risks present in the workplace.

We maintained a strong focus on proactive safety through ownership and accountability by every single person, supported through line management and the presence of Kinross managers in the operations (Figure 9).

We continued to work to mitigate the risks associated with the ongoing COVID-19 pandemic, and provided support to bolster vaccination rates across our workforce. We also implemented a broad-based COVID-19 testing strategy for individual sites following regional and government guidelines and recommended protocols. Other important health protection measures, established early in the pandemic, were continued and included: screening, rotation schedule adjustments, and special accommodations to support physical distancing, as well as establishing isolation facilities. Together with our medical

preparedness and emergency medical plans, we were able to effectively reduce the spread of COVID-19 among our employees and ensure that our workplaces continued to be safe. Unfortunately, we have lost nine fellow employees and contractors, in the United States, Brazil and Mauritania to COVID-related illness contracted away from the mine site since the global pandemic was declared in March 2020.

### ANALYST CORNER: WORKPLACE HEALTH AND SAFETY



Read [Management Approach](#)

GRI 403  
RGMP Principle 2, 4  
UNGC Principle 1, 3, 6

SASB  
SDG 3  
Data Tables



Figure 9

#### Management “Boots on the Ground”

Kinross managers spend time in the field “watching the game”

#### Every Employee is “Part of the Safety Department”

All employees are engaged and motivated to look for and take ownership to correct hazards

#### Line Management has Ownership of Doing the Work Safely

Safety isn’t just toolbox talks and safety meetings; front-line leaders integrate safety into “how things are done”



Considering our safety performance, we maintained a Total Reportable Injury Frequency Rate (TRIFR) of 0.34, in the top tier of the industry and slightly improved from 2020 (Figure 10). Our safety performance continued to be better than comparable performance in low-risk sectors (Figure 11).

We also achieved strong performance across leading indicators, including:

- **Field safety engagements** track the number of times during the course of the year 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. This indicator encourages senior managers to spend time in the workplace observing the work and having intentional discussions with people on the task or activity at hand, the associated risks, and how these are being controlled. It demonstrates visible, felt leadership on safety and it allows managers to observe for themselves safety practices and challenges in the field. We achieved a record rate of 6.7 proactive field engagements by management per employee in 2021, an increase over 4.6 in 2020.

- **Corrected hazards** track how many hazards are identified and corrected by site safety programs over the course of the year on a per employee basis. This indicator incentivizes all employees to look for hazards and to work with their teams to have the hazards corrected. Engaging employees in hazard identification helps build a sense of ownership in overall site performance and reinforces our expectation that safety is part of everyone’s job. We achieved a rate of 3.9 corrected hazards per employee for 2021, above leading performance thresholds, and a slight drop from 4.2 in 2020 (Figure 12).
- **Critical risk management** tracks critical safety controls and the degree to which they are embedded into the way work is carried out on site. This tracking ensures that managers and supervisors go beyond daily safety meetings and toolbox talks to integrate safety into daily management in their areas of responsibility. Common critical risk topics are mobile equipment/ vehicle safety, energy isolation, cranes and rigging and lifting, work at height, ground control, explosives, hot work, chemical as well as flammables and radiation. Other critical risk topics span areas such as confined space entry, machine guarding, and electrical and structural safety. In 2021, we further advanced our Critical Risk Management Program, focusing on fatality prevention. All of our operating mine sites completed the year above target, conducting a minimum of eight comprehensive reviews at each site, well above the top performance threshold.

Figure 10  
**FIVE-YEAR SAFETY PERFORMANCE**  
(Total recordable injury frequency rate includes all employees and contractors per 200,000 hours worked)

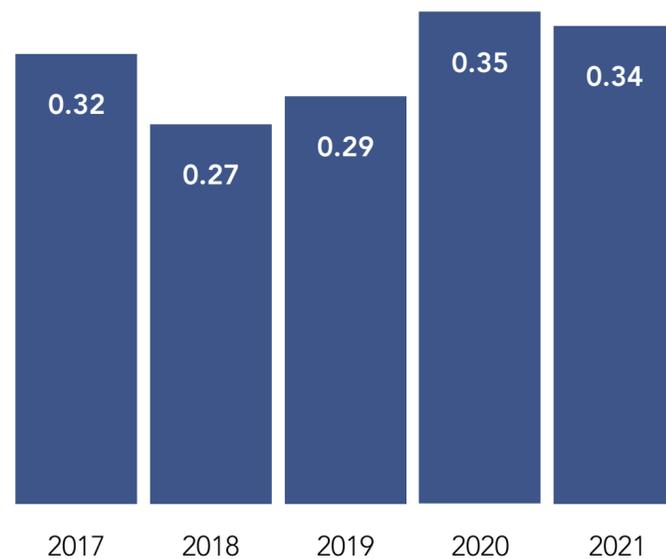
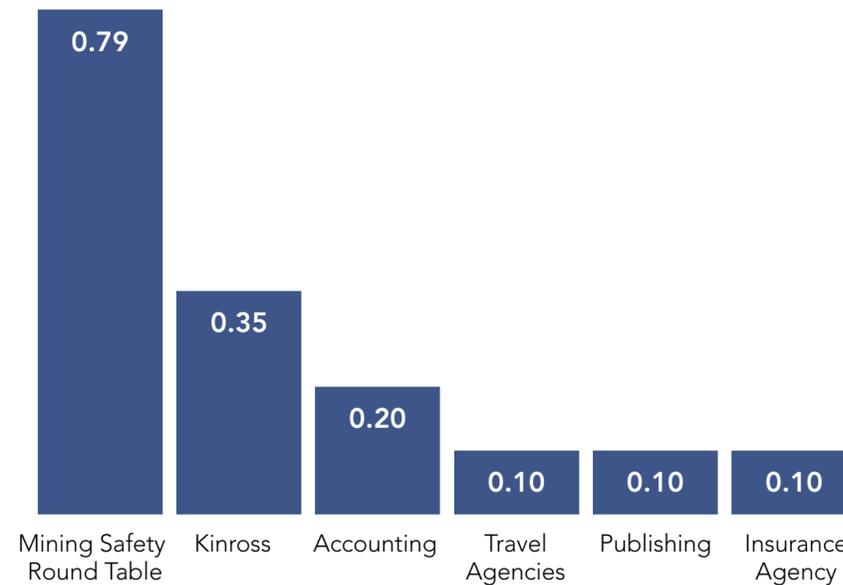
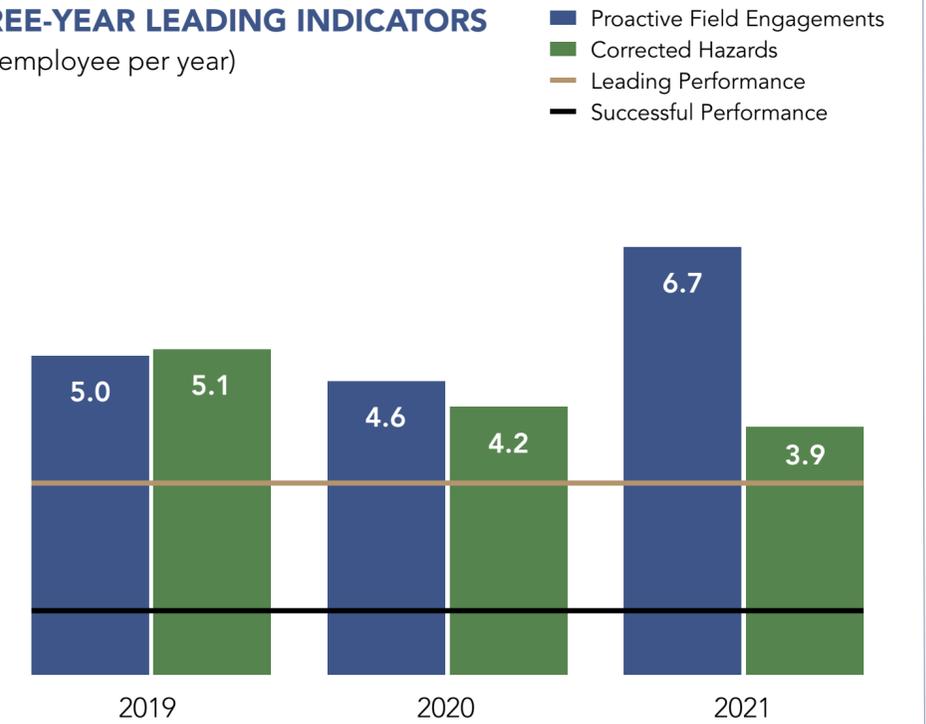


Figure 11  
**BENCHMARKING TRIFR 2020**  
(per 200,000 hours worked)



Source: U.S. Bureau of Labor, Bureau of Statistics, Mining Safety Round Table

Figure 12  
**THREE-YEAR LEADING INDICATORS**  
(per employee per year)





- Since 2018, we have measured High Potential Incidents (HPI) across our sites. These are defined as a safety incident which had the potential to result in severe consequences (e.g. injury, fatality, or major business interruption). The program is significant as sites openly share incidents and learnings to help strengthen controls by learning from others. Approximately 50% of the incidents were related to mobile equipment/vehicle safety (see Figure 13).
- Reviewed and updated all Kinross safety standards to align with best practices globally, which were rolled out across all Kinross sites.
- In April 2021, we marked the United Nation’s ‘World Day for Safety and Health at Work’ by holding a virtual Stand-Up for Safety meeting with our global and site leadership teams to reinforce our commitment to working safely and discuss ways to strengthen our safety performance.
- Maintained joint management-worker health and safety committees at 100% of Kinross sites during the year.
- Provided health, safety and emergency training to employees and contractors, achieving an average of 46 hours of training for employees and 29 hours for contractors, higher than the previous record of 67 hours in 2020 for employees and contractors (Figure 14).
- Recorded two Tier 1 process events (0.049 per million hours worked)<sup>2</sup>, the fire at our Tasiast mill and a subsequent high potential incident at the explosives storage facility at Tasiast. There were no injuries associated with either event.
- Launched an ongoing program of weekly “Safety Stand-Downs” at Tasiast, engaging all functions to ensure all necessary actions are taking place to mitigate safety risks. Each stand-down provides Tasiast’s supervisors, business partners and the health and safety team with opportunities to discuss best practices and challenges for the week ahead.

Figure 14  
**FIVE-YEAR SAFETY, HEALTH AND EMERGENCY TRAINING**  
(Average number of hours per person)

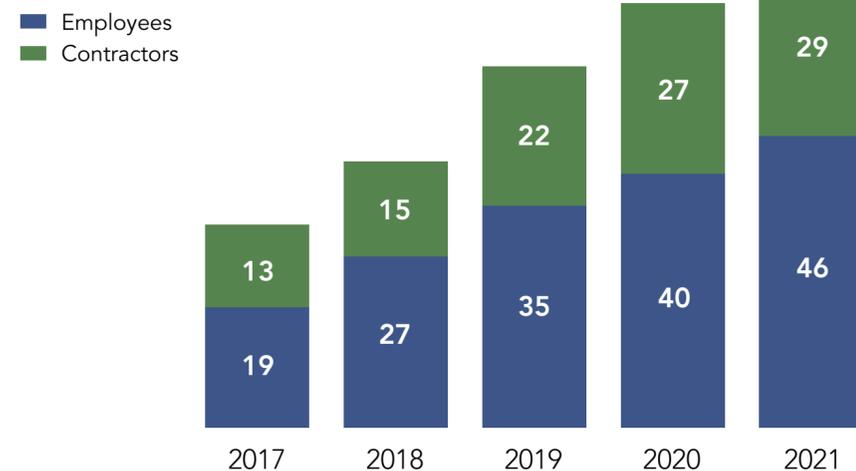
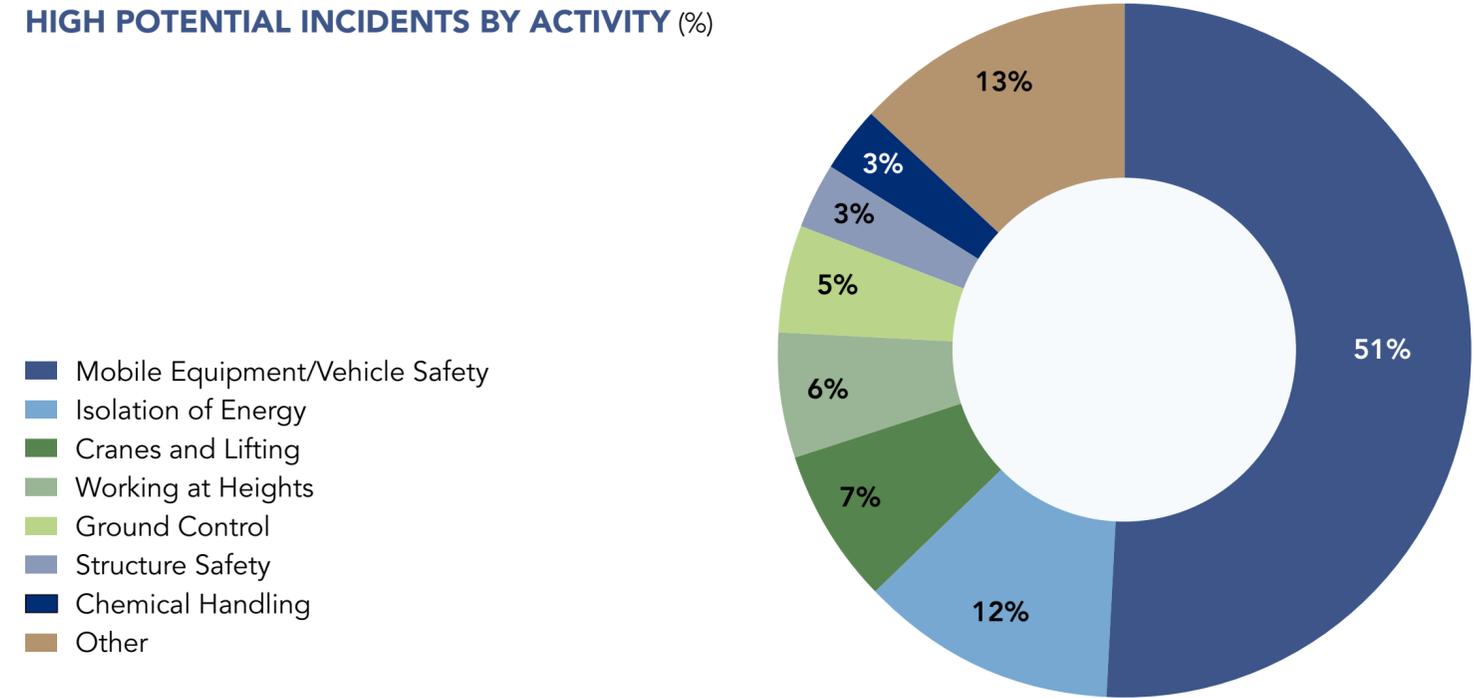


Figure 13  
**HIGH POTENTIAL INCIDENTS BY ACTIVITY (%)**



Note: Other includes hot work, electrical, machine guarding, explosive management, excavation, confined space, pressurized vessels, exploration drilling and various.

**FUTURE FOCUS**

We are sharply focused on people as the drivers of safety. With our critical risk management program firmly embedded across the organization, we are able now to measure performance based on the number of critical risk control verifications, the number of gaps identified, and the number of actions taken to address systemic gaps. We are enhancing supervisor development globally, and specifically at Tasiast, through additional safety training. Our West Africa region will initiate a safety excellence program, “Doing safety differently,” which will challenge the traditional approach to safety, bringing a focus on the presence of positives (e.g., healthy controls, focus on what went right, people as the solution) and the ethical foundations of safety for the organization. With leading safety indicators firmly embedded, we will be raising the threshold for leading performance from <1:1 per employee per year to 10 beginning in 2022. Mental health programs and mental health first aid training will continue to be expanded.

# Supporting Employee Mental Health and Well-being

**Mental health is increasingly recognized as a critical determinant of employee well-being and business success. For Kinross, our mental health strategy and supporting programs are essential to the psychological health and safety of our workplace and the well-being of our people.**

Throughout 2021, we remained focused on the three core elements of our mental health strategy:

- raising awareness of mental health among our employees and managers
- removing the stigma associated with mental illness
- ensuring that our people have access to a range of mental health and well-being tools

We advanced our mental health programs across the organization, building upon the work we did early in the pandemic. Managed at the local and regional level, we continued to provide our employees with comprehensive health and wellness benefits, with access to specialized mental health resources such as access to counselling and webinars to increase awareness and destigmatize mental illness.

Training and engagement around mental health topics was a priority focus in 2021.

We launched two mental health training streams through Kinross University (KU), focused on building awareness and understanding around mental health for people leaders and employees. Manager training was highly encouraged and focused on building the skills needed to recognize the signs of mental illness, such as anxiety, depression, stress and isolation, and the resources needed to best support their people.

A toolkit to help managers engage in conversations around mental health topics with their employees was also provided. For our corporate employees, training focused on the tools and skills needed to support their mental health, particularly as they prepared for a return-to-office and manage the associated stresses, anxiety and work-life balance.

Our “Take a Break” series of micro-learning courses, offered to all sites and offices, also unfolded during the year. The first series focused on strengthening mental health, relaxation and a positive focus and mindset.

The second series centred on resilience, trust, the language of mental health, and reducing stigma. Participation rates have exceeded expectations and are growing steadily. Each session is recorded and made available on KU, broadening the reach of each session. To overcome language barriers, Kinross Brazil is developing its own program. Given the level of interest in this important topic and value to employees, the second series has been extended into 2022.

We delivered a range of mental health initiatives including a webinar on Suicide Awareness, as well as providing a range of mental health information to help managers and employees support our corporate return-to-office strategy. Moving ahead in 2022, we are extending our Take a Break learning series, building a stronger partnership with Canada’s Centre for Addiction and Mental Health (CAMH) and broadening mental health education for all employees on important topics of eating disorders, teenage care and family breakdown. Given the important role of leaders in creating a positive mental health culture, leadership awareness training will continue to be paramount.



**“The ‘Take a break’ learning series is a great way of introducing useful, practical and memorable takeaways into the busy working day. They really help with a range of topics – relationships at work, managing stress, reducing stigma associated with mental health, and inclusivity.”**

**Kinross employee**

# Boosting COVID-19 Vaccination through Public Health Partnerships

**As part of the local support Kinross has provided to mitigate the spread of the COVID-19 pandemic, the Company encouraged employees to get vaccinated to protect themselves, their families and their colleagues.**

To facilitate this, at our Chirano mine in Ghana, Tasiast mine in Mauritania, and at our operations in Russia, we supported voluntary employee vaccination programs, in partnership with local health authorities.

At Chirano, a survey was conducted among employees and community members and indicated that 95% of participants were interested in receiving a vaccine. As a result, Kinross partnered with Ghana Health Services to provide vaccines for employees and contractors, achieving a 91% vaccination rate.

At Tasiast, we partnered with the Ministry of Health to provide employees and contractors with vaccinations at transportation hubs before boarding buses that transport them to the mine. The site reached a vaccination rate of 100%.

In Russia, employees had indicated strong support for receiving COVID-19 vaccinations and in March 2021, Kinross partnered with the Chukotka Health Department to provide vaccines to our Chukotka operations, resulting in a 93% vaccination rate, which enabled removal of the 14-day quarantine period for vaccinated employees when arriving on site.

In the Americas region, Paracatu has achieved a vaccination rate of 97%. Campaigns to encourage vaccination were ongoing across

our U.S. sites, with employee financial and non-financial incentives including monetary rewards and paid time-off programs at our Fort Knox and Nevada mines. At Round Mountain, vaccination was available for employees at the mine's on-site medical clinic. Communication and education played an important role in boosting awareness around vaccination and health education on COVID-19, immunity and the role of vaccination.



**“Protecting our employees and their families against COVID-19 has always been our first priority during the pandemic. Once vaccines became widely available, we were pleased to be able to facilitate access to this additional and important measure of protection for our people and to have achieved such high vaccination rates at our West Africa sites.”**

**Claude Schimper, Executive Vice-President,  
Russia and West Africa Operations**



## ENVIRONMENT

Over the past year, Kinross delivered consistent, and strong environmental performance across all sites. Among our priorities in 2021, we focused on effectively implementing our corporate environmental standards and our new reporting platform. Through conducting detailed site-level reviews, we validated our site-level environmental data collection and reporting processes. These efforts have improved our Company-wide understanding of key environmental metrics and strengthened reporting consistency across our priority environmental topics.

### Compliance

Across our mines and projects, our goal is 100% compliance with all environmental regulations and requirements. Kinross has a strong track record of environmental compliance, and that record continued in 2021, across all of our operating sites.

**Spills/releases** – There were zero significant reportable spills at our active mine sites.

**Notices of Violation** – We received two Notices of Violations (NOVs) at our operating mines in 2021. One NOV was received at Round Mountain for previously reported air emissions exceedances of particulate matter (PM10) in 2017, and State mercury emissions levels in 2019 and 2020. At Paracatu, a single NOV was received for the accidental activation of emergency sirens at the tailings facility. No fines were received pertaining to the Paracatu NOV. To learn more, see [Local Stakeholder Issues](#).

**Fines and Exceedances** – At operating mine sites, we received a \$50,000 fine pertaining to the State-level air emissions violations at Round Mountain. The exceedances were identified as occurring between 2017 and 2019 and the fine was levied in 2021.

**Permitting** – We achieved our permitting targets, with ongoing work to support the advancement of Kinross’ project pipeline, including the Manh Choh development project, baseline work and preparation for an Environmental Impact Assessment (EIA) at Lobo-Marté, and Round Mountain’s Phase S project. Permitting for the Juniper project at Bald Mountain is ongoing following the publishing of the Notice of Intent by federal authorities in 2022. At Maricunga, the Final Closure Plan was approved by the authorities in January 2022.

#### ANALYST CORNER: ENVIRONMENT

Read [Management Approach](#)

GRI 301, 302, 303, 304, 305, 306, 307, 308,

MM1, MM2, MM3, MM10 SASB

RGMP Principle 2, 8, 9, 10 SDG 6, 12, 13, 15

UNGC Principle 7, 8, 9

[Data Tables](#)



#### FUTURE FOCUS

Across our mines and projects, our goal is unchanged: to achieve 100% compliance with all environmental regulations and requirements.

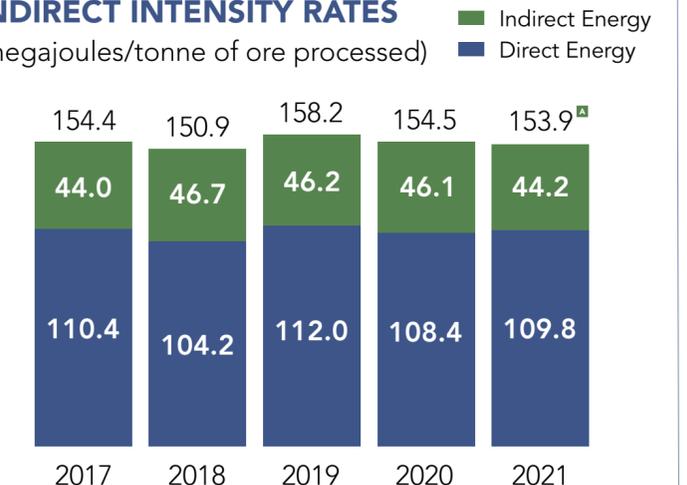
## Climate and Energy

We made significant progress in advancing our work to address climate change over the past year. In February 2022, we announced an updated climate change strategy and greenhouse gas (GHG) reduction action plan, which includes the Company’s commitment to working towards the goals of the 2015 Paris Agreement. Kinross’ strategy is aligned with our previously announced goal of being a net-zero GHG emissions company by 2050. We have set a target to achieve a 30% reduction in intensity per ounce produced of Scope 1 and Scope 2 emissions by 2030 against the baseline year of 2021. Read the news release [Kinross announces details of its Climate Change Strategy](#) and see our [2021 Climate Report](#).

We continually review the available energy options at our operations and development projects in order to improve energy efficiency, reduce costs and lower our carbon footprint. At our existing mines, energy efficiencies have been achieved through process optimization, operational improvements and reduced fuel use. Our work in this area continued throughout 2021. Our results and performance include:

- **Energy intensity for 2021 was 154 MJ/tonne of ore processed**, slightly down from the previous two years and the same as the five-year average (Figure 15). A slight increase in absolute energy consumption was offset by higher tonnes processed globally, specifically at Fort Knox and Paracatu.
- Total energy (direct and indirect) consumed was 21,878,722 GJ in 2021, a 2% increase from 2020 (Figure 16) driven by increases at Paracatu and Fort Knox due to a ramp-up in open pit production. Diesel accounted for 65% of total energy consumption, driven by the make up of our mobile fleet (Figure 17).
- **We implemented 12 energy efficiency projects** across the Company in 2021, resulting in incremental annualized GHG emissions reductions of 17,000 tCO<sub>2</sub>e and energy savings of 161,000 GJ/year. Overall, these energy efficiency projects helped offset approximately 1% of Kinross’ GHG emissions and the increase in 2021 energy consumed. Notable improvements were seen at Fort Knox and Tasiast. Fort Knox has reduced the energy intensity of its mill by using autogenous grinding (AG), which optimizes energy efficiency versus throughput, along with other small improvements elsewhere in the mill. At Tasiast,

Figure 15  
**FIVE-YEAR ENERGY DIRECT AND INDIRECT INTENSITY RATES**  
(megajoules/tonne of ore processed)



#### ANALYST CORNER: CLIMATE CHANGE AND ENERGY

Read [Management Approach](#)

GRI 201, 301, 302, 305 SASB

RGMP Principle 2, 10 SDG 7, 12, 13, 15

UNGC Principle 7, 8, 9

[Data Tables](#)





mine design optimization contributed to lower waste haul cycle times, saving over two million litres of diesel while also mining more efficiently. Globally, Kinross mine sites implement energy efficiency initiatives regularly as part of our culture of continuous improvement and innovation. For our development projects, energy efficiency initiatives and best practices are an integrated part of the design process to ensure energy efficiency and low carbon factors are considered at the outset.

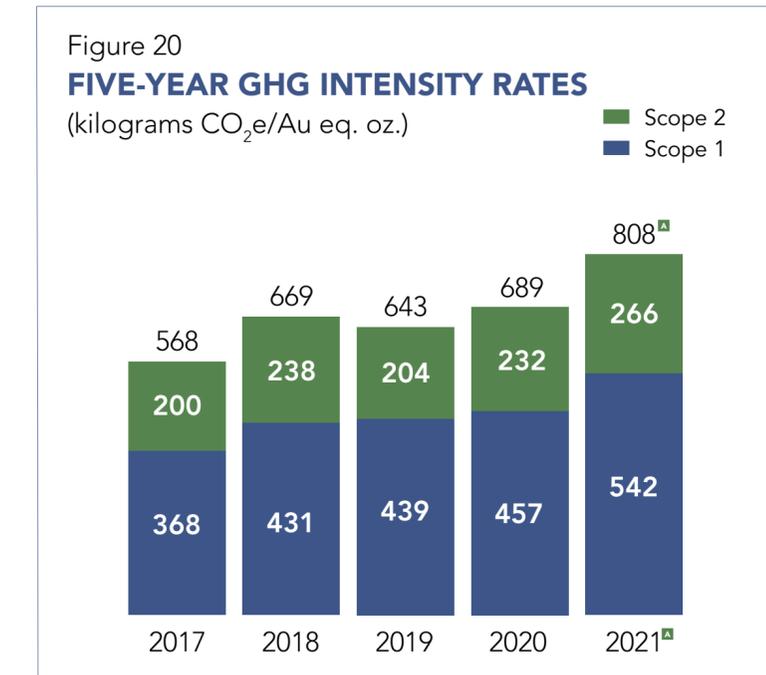
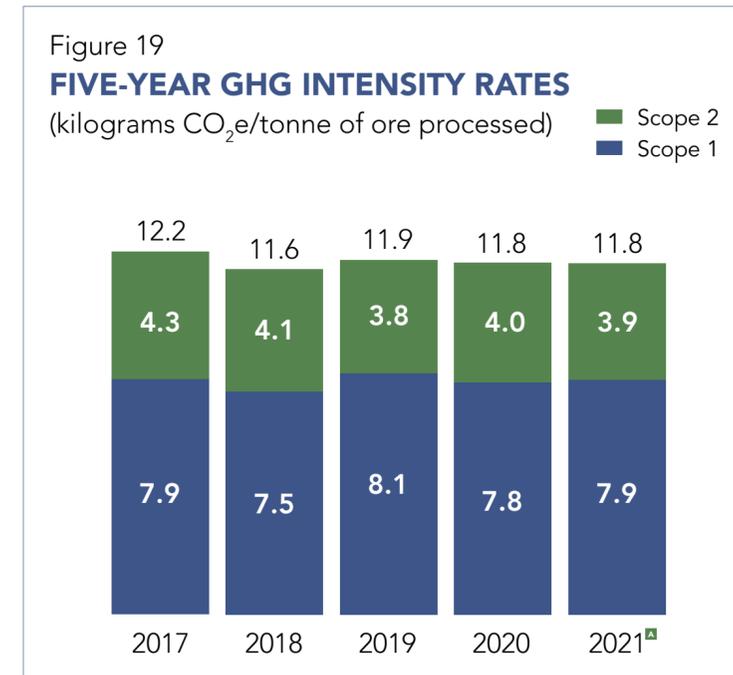
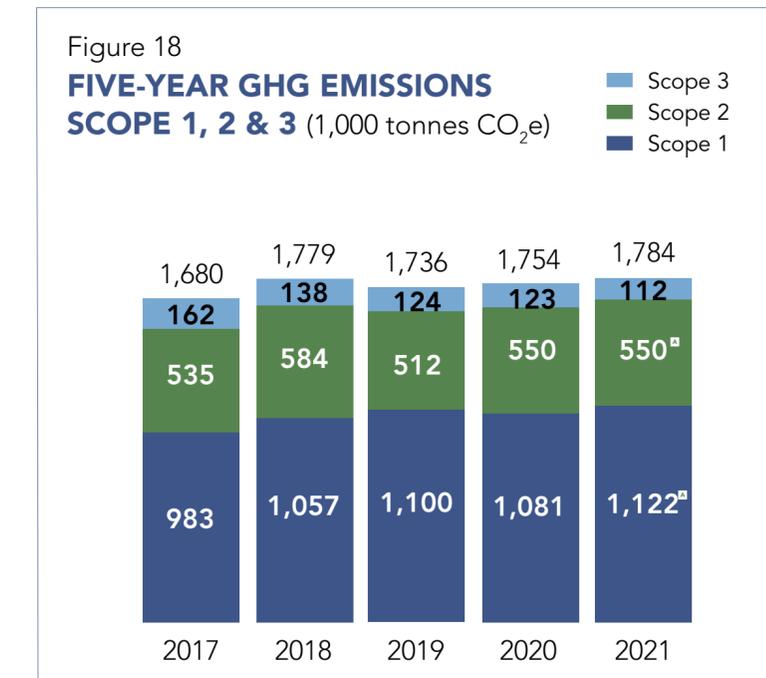
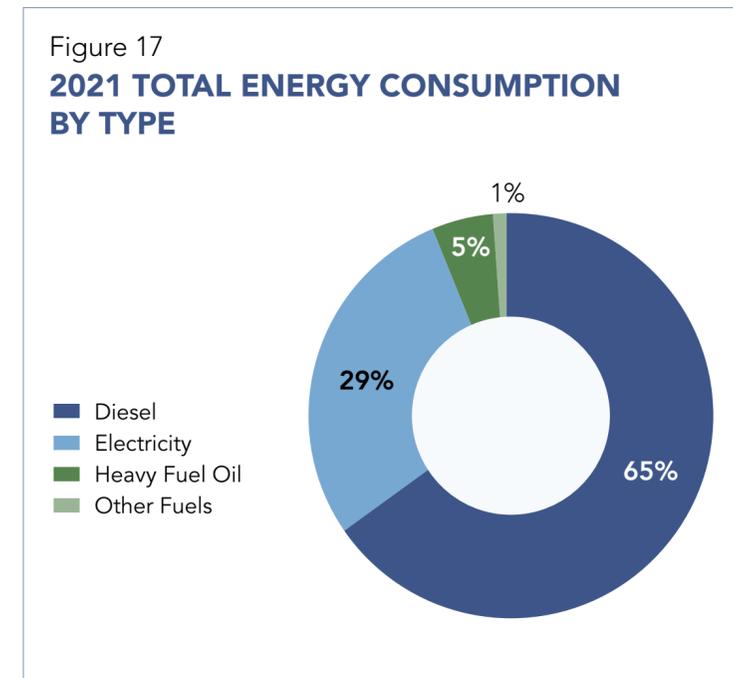
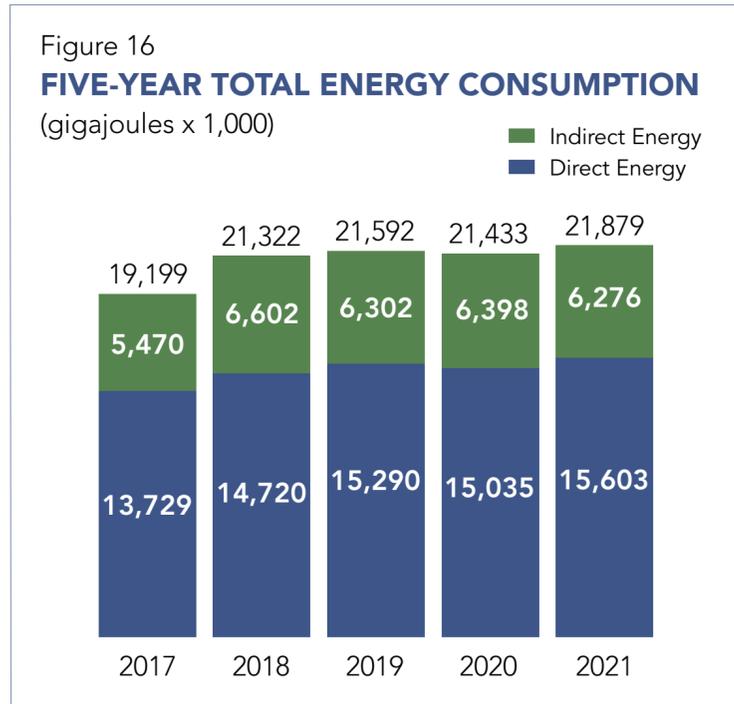
- **Renewable energy sources represented 18% of our total energy consumed. Electricity from renewable sources was 52% of total electricity consumed (grid and self-generation.)**

At Paracatu, 88.8% of the electricity consumed in 2021 was renewable, including supplies from low power generated at Kinross' hydro-electric dams.

- **Total GHG emissions (Scope 1 and Scope 2) of 1,671,716 tonnes of CO<sub>2</sub>e** in 2021 were 2.5% above our total emissions in 2020 (Figure 18). Scope 1 and Scope 2 emissions increased slightly year-over-year due to increased tonnes mined at Fort Knox, higher tonnes mined and tonnes processed at Paracatu and increased stripping at Tasiast.

- GHG emissions intensity was even at 11.8 kilograms of CO<sub>2</sub>e/tonne processed in 2021 (Figure 19). On a per-ounce basis, GHG intensity increased significantly to 808 kilograms CO<sub>2</sub>e/Au eq. oz. from 689 kilograms CO<sub>2</sub>e/Au eq. oz (Figure 20) due to lower ounces produced, as a result of the fire at Tasiast and the temporary suspension of milling operations.

- **Scope 3 emissions declined year-over-year** from 122,798 tonnes of CO<sub>2</sub>e to 112,151 tonnes of CO<sub>2</sub>e in 2021 (Figure 18).



**FUTURE FOCUS**

We will maintain our focus on climate change as a key consideration in our business strategy, operations, project development plans, mine planning and financial analysis. This includes incorporating ESG considerations into our mergers and acquisitions strategy, and pursuing acquisitions in low-carbon jurisdictions, such as our recent purchase of Great Bear Resources and its project in Red Lake, Ontario. We are including a notional market price for carbon in the Company's financial analysis and decision-making processes. **For 2022, the Company is budgeting \$50 million for ESG related capital expenditures, including construction of a 34MW solar power plant at Tasiast.** We will also continue our engagement with local energy suppliers on finding ways to reduce emissions in power generation and at our La Coipa restart project in Chile, we are purchasing 100% renewable power.

## Water Management

**Water is a critical aspect of our operations and an important focus of stakeholders.**

In order to maintain a secure water supply for operations for a range of conditions (including wet years and extended drought conditions) while minimizing impacts to other users and the environment, every Kinross site has robust water management systems. While each site is unique, we apply the same principles everywhere, namely – we use only the minimum amount of water necessary for operations, and we ensure that any water leaving site meets applicable standards.

**We re-use recycled process water as much as possible.** Every site measures how much water is used in order to project future water use over the life of the mine. Where it becomes necessary to discharge wastewater, we conduct studies in order to identify the best technology for treating the water to meet applicable standards, and we maintain comprehensive water quality monitoring programs of water at site as well as the surrounding receiving waters.

Our performance in 2021 includes:

- Overall water intensity was 449 litres per tonne of ore processed (30.9 m<sup>3</sup> per Au eq. oz. produced) in 2021, up slightly from 432 litres per tonne (25.3 m<sup>3</sup> per Au eq. oz.) in 2020 (Figure 21). This increase is driven by the evolving mix of production in our portfolio, with Paracatu increasing its proportion of the total.
- Total water consumption increased by 7% to 63,828,406 m<sup>3</sup> in 2021 from 59,892,564 m<sup>3</sup> in 2020 (Figure 22). This increase was driven by an increase in tonnes of ore processed at Paracatu, coupled with new ore wetting associated with expanded heap leach operations at Bald Mountain, Round Mountain, and Fort Knox.
- **Kinross' overall water consumption is significantly influenced by Paracatu**, which represented 71% of our total water consumed in 2021. On an intensity basis, water use at Paracatu is much higher than other Kinross sites (753 litres/tonne at Paracatu versus 190 litres/tonne aggregate of other Kinross sites, or 82 m<sup>3</sup>/oz versus 11.2 m<sup>3</sup>/oz). While water use at Kinross' other sites, in aggregate, has remained steady over the past five years, water use at Paracatu has increased steadily as the number of tonnes processed at Paracatu has increased. On an intensity basis, water use at Paracatu has been flat over the past five years. Read [Kinross Water Footprint and the Role of Paracatu](#).
- In 2021, only two operating mines were located in regions characterized by water stress\*, Tasiast, in Mauritania, and Bald Mountain, in Nevada. Our Tasiast mine uses salt-brackish water (salinity of 16 to 50 parts per thousand) from a deep aquifer for its production and does not impact water availability for any other users or uses; part of this water is desalinated at site for use in camp facilities. Tasiast drinking water is purchased from a third party. The Bald Mountain mine consumes groundwater, which is strictly regulated under the State's water rights system. Bald Mountain is a heap leach operation and has a very high rate for water recycling (95%). Kinross' gold production from Bald Mountain was 10% of Kinross' total production in 2021 and used 4.5% of total freshwater consumed during the reporting period.

\*As defined by WRI.org

### ANALYST CORNER: WATER USE AND WATER RISK

Read [Management Approach](#)

GRI 303

SASB

RGMP Principle 2, 10

SDG 6, 12

UNGC Principle 7, 8, 9

[Data Tables](#)



- All of our operations are designed to recycle process water. **In 2021, we maintained a high rate of water recycle of 80%, consistent with the five-year average** (Figure 23).
- Kinross discharged about 25 million m<sup>3</sup> water to the environment in 2021 (Figure 24). About half of this water met water quality standards without requiring any type of water treatment, including: 10 million m<sup>3</sup> of groundwater from pit dewatering at Round Mountain that is discharged back to groundwater through a rapid infiltration basin; and, 3.1 million m<sup>3</sup> of treated and non-treated freshwater that is discharged at Paracatu to maintain environmental flow needs in watersheds where rainfall is captured for use by the mine. At Paracatu, 934,271 m<sup>3</sup> of drainage from the Santo Antonio tailings facility was treated in a passive limestone drain system to reduce metal concentrations (primarily manganese).
- Using reverse osmosis membrane technology, Fort Knox treated and discharged 10.8 million m<sup>3</sup> of water. This includes groundwater from pit dewatering, and excess water from the tailings pond as the site works to reduce tailings pond inventories as our tailings storage facility reaches full capacity in the next four years.



- In 2021, Kupol treated and discharged 791,739 m<sup>3</sup>. Since 2018, the Kupol site has been working to reduce the volume of water stored in the tailings pond. Over the past three years, the site has discharged 2.4 million m<sup>3</sup> of water, exceeding the total water withdrawn by 0.5 million m<sup>3</sup> and resulting in an overall decrease in tailings pond inventories of 1.5 million m<sup>3</sup>. Process water is treated using reverse osmosis membrane technology prior to discharge; water from the underground mine is also treated to remove sediment and any petroleum products.

Figure 21  
**FIVE-YEAR WATER INTENSITY RATES**

— Water Consumed per Tonne of Ore Processed (litres/tonne)  
— Water Consumed per Au eq. oz. (m<sup>3</sup>/Au eq. oz.)



Figure 22  
**FIVE-YEAR TOTAL WATER CONSUMED** (000 m<sup>3</sup>)

■ Total Water Consumed – Paracatu  
■ Total Water Consumed (all other sites)



Figure 23  
**FIVE-YEAR WATER RECYCLING RATES** (%)

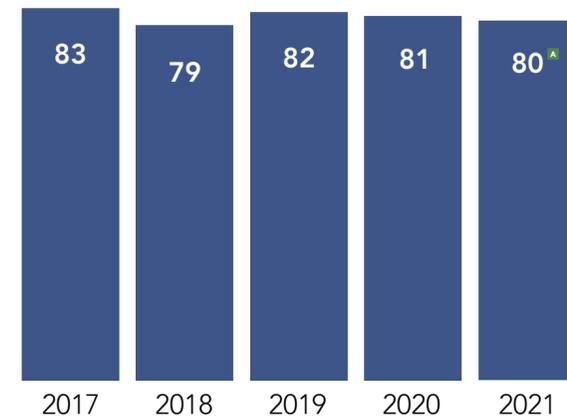
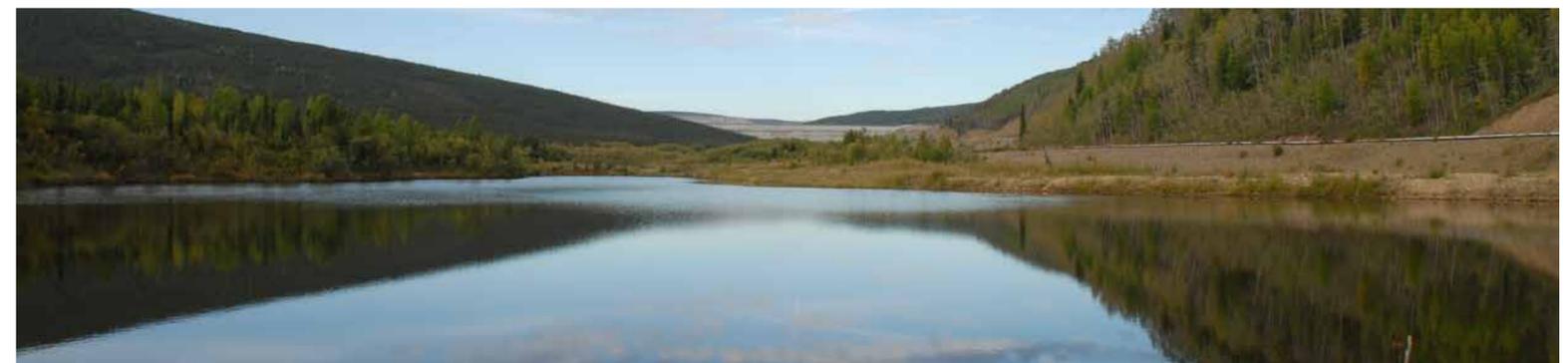
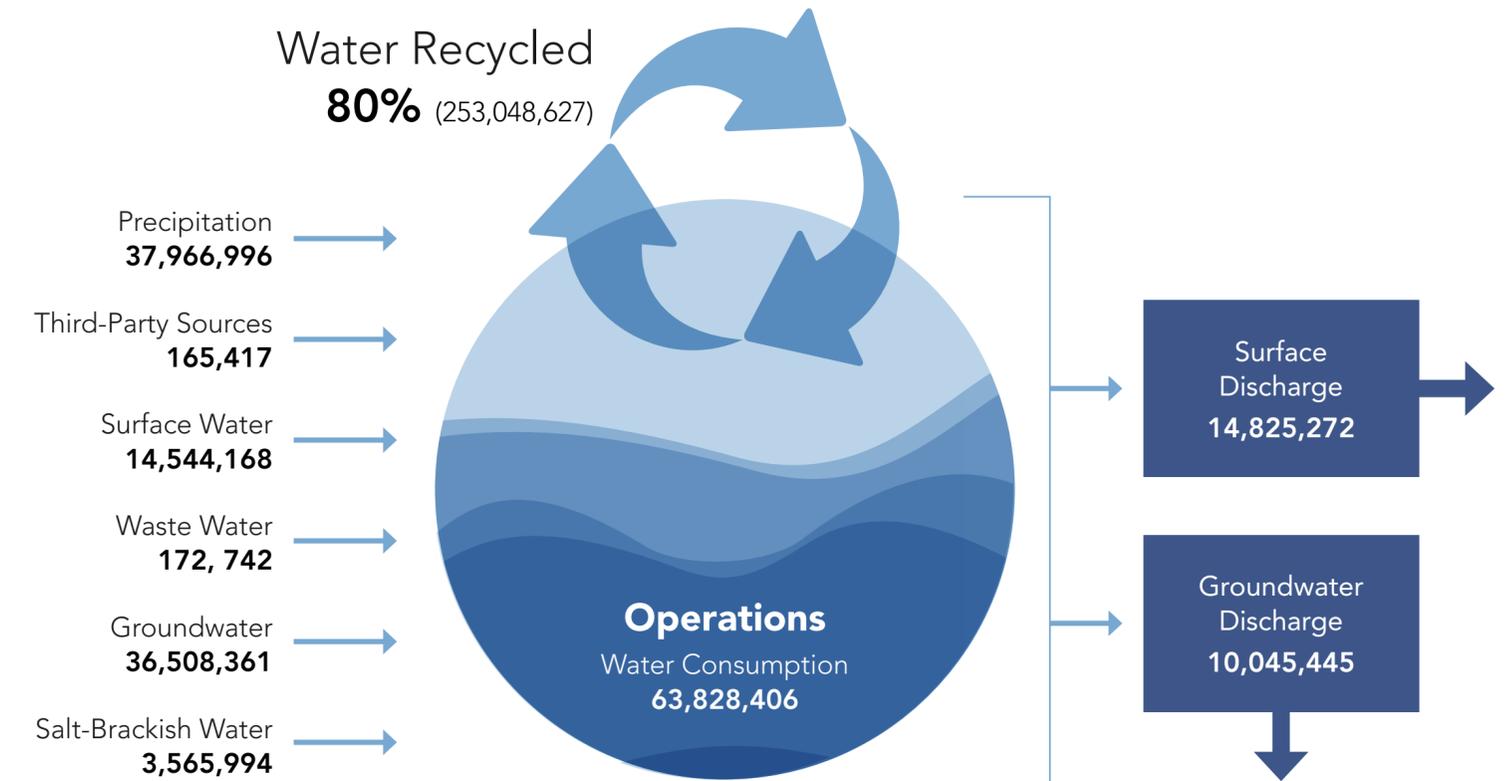


Figure 24  
**KINROSS GLOBAL WATER BALANCE** (m<sup>3</sup>) (As of December 31, 2021)



### Kinross Water Footprint and the Role of Paracatu

Our team at Paracatu is managing water risk through a range of actions designed to minimize the volume of surface water used, while also offsetting all or most of the surface water that is withdrawn.

**Avoidance** – The mine pioneered the concept of a Seasonal Water Grant, to take surface water only during the wet season in order to avoid taking water in the dry season when it is needed by other users.

**Minimization** – The mine has developed a groundwater source – [the Acqua Project](#) – which allows the site to reduce its surface water takings. In addition, Paracatu also captures and uses all precipitation in the pits, tailings, and processing areas in order to minimize the need to draw water from other sources.

**Mitigation** – The site diverts clean water to maintain minimum flows in streams as mitigation for watershed area occupied by pits, tailings, and processing areas.

**Offset** – Up to 2021, Paracatu has protected 275 springs (fencing, vegetation restoration, channel improvements), including 56 Veredas (a protected ecosystem of water springs within the Cerrado) resulting in increased flows in watersheds around the mine and in the region of Paracatu. The site has reserved 5,241 ha in protected areas and donated 6,400 ha for creation of the Paracatu State Park. This includes 965 ha of previously irrigated farmlands, decreasing demand by an estimated 4,342,500 m<sup>3</sup>/year. These protected areas also help preserve natural recharge and baseflows.

Figure 25 and Figure 26 provide a comparison of Paracatu’s total water consumption and with all Kinross sites and the alignment relative to Paracatu’s share of Kinross total production.

Figure 25  
**PARACATU PRODUCTION AND WATER USE**  
(% of Kinross total)

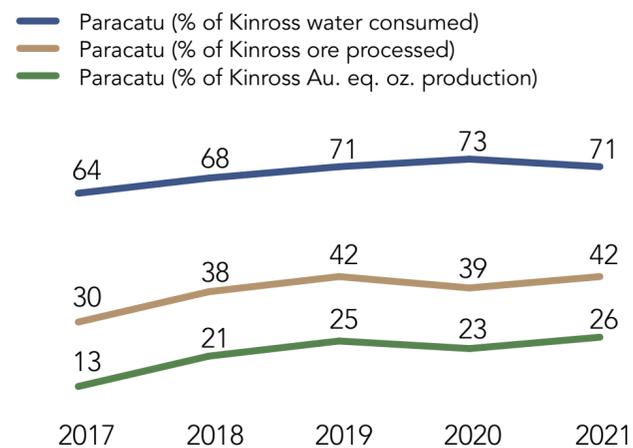
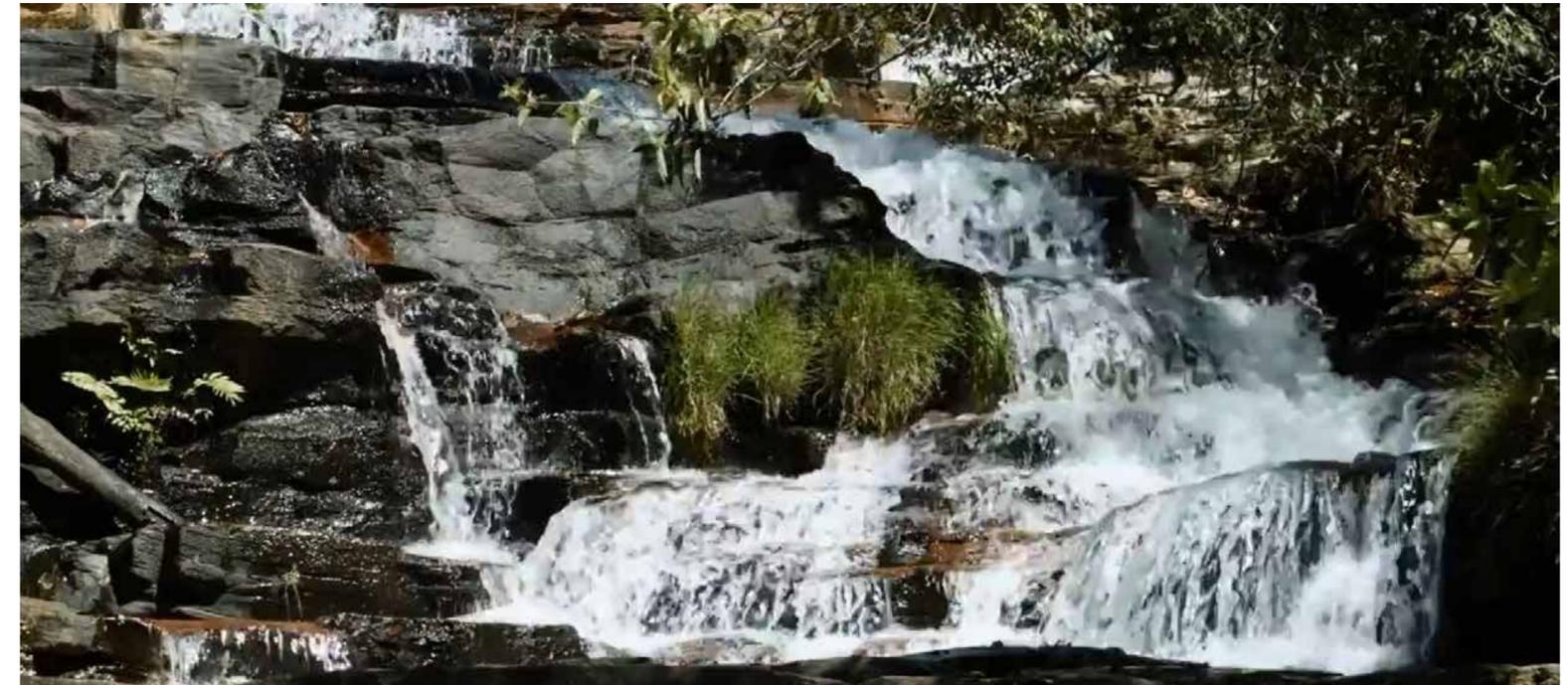
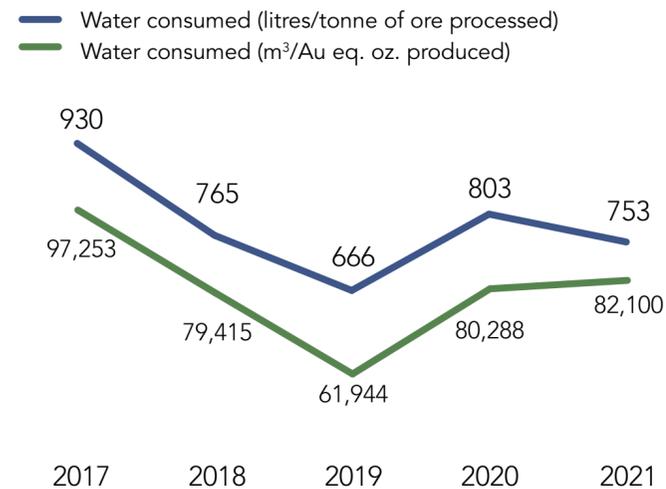


Figure 26  
**FIVE-YEAR WATER INTENSITY AT PARACATU**



#### FUTURE FOCUS

In 2022, the mix of production in Kinross’ portfolio is expected to shift toward less freshwater consumption:

- Production began at the La Coipa restart, using brackish water (chloride content >2,000 ppm) with dry stack tailings;
- Tasiast to increase throughput using saline groundwater (>16 ppt salt content)
- Fort Knox to increase heap leach ore processing relative to milling, consuming less water per tonne of ore processed

As a result, we anticipate water consumption to remain steady and intensity to reduce slightly (contingent on precipitation and weather patterns at our site). At Paracatu, our largest site and greatest consumer of freshwater, we will continue to focus on water efficiency and security of supply. Given the high level of precipitation experienced at the end of 2021, Paracatu began 2022 with a large amount of water in storage, and expects to reduce pumping from surface and groundwater in 2022 as it consumes pond inventory. At our active mine sites, we will aim to maintain water efficiency within 10% of our five-year rates and achieve a company-wide water recycle rate of 75%. As we continue to advance our water strategy, our priority focus is enhancing water efficiency at Paracatu.



## Tailings Management and Mineral Waste

We maintained our record of zero reportable incidents at 10 active, seven inactive and five closed tailings facilities across our operating mines and closed sites (Table 8).

Independent reviews have been conducted at 100% of our active tailings facilities over the past three years (2019 to 2021). For additional details on our tailings facilities, see [Kinross Tailings Management Report](#).

Our performance and results include:

- Updated our Corporate Tailings Standard, including incorporating elements of the Global Industry Standard on Tailings Management (GISTM).
- Conducted independent reviews through a combination of in-person and remote workshops using drone footage at Kettle River, Paracatu, Tasiast and Brazil hydroelectric dams in 2021.
- Finished construction of the new TSF1 South Extension tailings storage site at Chirano.
- The amount of tailings produced in 2021 was 81 million tonnes, slightly higher than in the past two years, and driven by increased tonnes of ore processed at Paracatu (60 million tonnes in 2021 versus 54 million tonnes in 2020).

TABLE 8: 2021 Tailings Facilities

Total Active Tailings Facilities (#)	10
Total Inactive Tailings Facilities (#)	7
Closed Facilities (#)	5

### Mineral Waste

During 2021, all of our operating mine sites were required to maintain Geological Materials Management Plans under the Kinross Environmental Management System. Across our sites, we analyze the geological materials that will be exposed to weathering through our mining activities and the potential for acid or metalliferous drainage (AMD).

In 2021, we mined 246 million tonnes<sup>■</sup> of waste rock, approximately 15% of which is potentially acid-generating and is safely managed to minimize acid generation.

#### ANALYST CORNER: TAILINGS MANAGEMENT

Read [Management Approach](#)

- GRI G4 MM3
- RGMP Principle 10
- UNGC Principle 7, 8, 9
- SASB
- SDG 8, 15

[Data Tables](#)

#### FUTURE FOCUS

We will focus on maintaining our strong record of reportable compliance incidents across our tailings facilities. Independent tailings reviews are scheduled for TSFs at La Coipa, Chirano, Fort Knox and Paracatu in 2022. We will also continue to assess our alignment with the GISTM.

## Biodiversity and Land Use

Kinross does not operate, explore, mine or drill in World Heritage areas of the International Union for Conservation of Nature (IUCN) Category I-IV protected areas. As part of our ongoing effort to strengthen our reporting, we reviewed the recognized biodiversity designations at the national and international level. As a result, this year we are reporting that four of our mine sites, Paracatu, Bald Mountain, Tasiast and Chirano, are located adjacent to areas of important global or national biodiversity value, and have additional measures in place to protect the environment.

Our Tasiast mine is located approximately 65 km from Mauritania’s Banc d’Arguin National Park (PNBA), which is designated as a RAMSAR Convention wetland site and UNESCO World Heritage site. The sondage well field is 5 km from the boundary of the PNBA and is connected to the Tasiast site by a powerline and water pipelines. Tasiast implements a Biodiversity Monitoring and Evaluation Plan (BMEP) to monitor risks related to the PNBA and its outstanding universal value. The two key areas of monitoring pertain to bird mortality along the powerline and engagement with the PNBA on a range of topics.

At the end of 2021, we confirmed that Biological Resource Management Plans (BRMPs) were in place at all (100%) of our operating mine locations, of which four are near or adjacent to areas of high/critical biodiversity. Within the past five years, 35,927 ha of land has been assessed for biodiversity, of which 63,084 ha are located adjacent to areas of important/global and national biodiversity. In 2021, 13,598 ha of land was protected by Kinross (Table 9).

TABLE 9: 2021 Biodiversity Assessment

Operations (#)	8
Total Mining Concession Area (ha)	122,898
Operations with BRMP (#)	8
Total Land Area Assessed for Biodiversity in the Past 5 Years (ha)	35,927
Total Land Occupied by Mining Facilities (ha)	26,392
Sites Assessed for Biodiversity (#)	8
Sites Assessed for Biodiversity (%)	100
Land Area Protected by Kinross (ha)	13,598
IUCN Red-Listed Species (#)	3,496

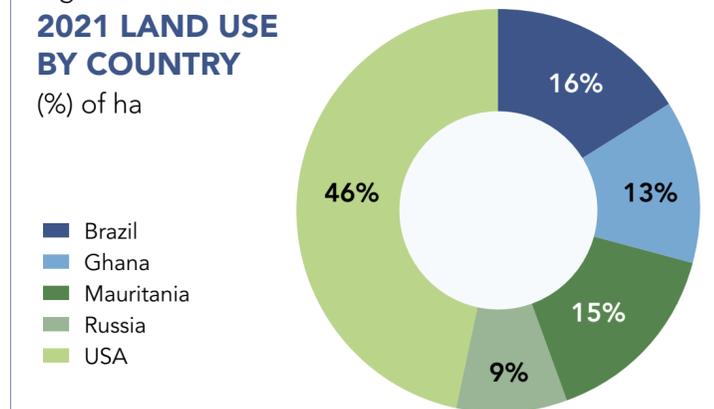
#### ANALYST CORNER: BIODIVERSITY AND LAND USE

Read [Management Approach](#)

- GRI 304, MM1, MM2
- RGMP Principle 9
- UNGC Principle 7, 8
- SASB
- SDG 15

[Data Tables](#)

Figure 27  
2021 LAND USE BY COUNTRY  
(%) of ha





### Biodiversity and Land Use (continued)

Land use (i.e. land disturbed and not yet reclaimed) ranges from a low of 1,857 ha at Russian operations to a high of 3,659 ha at Round Mountain. By country, U.S.-based sites have the greatest share at 46% (Figure 27).

In 2021, we updated the data pertaining to protected species by IUCN red list categories using data from the search tool on the IUCN red list website<sup>1</sup> (see 2021 Data Tables). Using the tool, we have included species by category within a 25 km radius of each of our mine sites. The IUCN Global Species Programme is working to increase the number of species assessed, including threatened and non-threatened species. Hence, the overall number of species for each site may increase as more species are assessed globally. The Chirano mine, located in a tropical region adjacent to a forest reserve, has the greatest number of critically endangered, endangered, and vulnerable species (37 in total for these three categories), followed by Paracatu, which is located in the Cerrado region of Brazil (33 in total). Of the 3,496 species assessed within 25 km of our sites, 3,291 are at the lowest level of concern (IUCN: LC) and 34 in the critically endangered (IUCN: CR) and endangered categories (IUCN: EN) (Table 10).

Miss Waldron's Red Colobus Monkey is a critically endangered species in Ghana.



1. <https://www.iucnredlist.org/search?searchType=species>



TABLE 10:  
2021 IUCN Species Critically Endangered and Endangered

	Critically Endangered	Endangered
<b>Bald Mountain</b>		Little Brown Bat Black Rosy-Finch
<b>Fort Knox</b>		Little Brown Bat
<b>Paracatu</b>	Brazilian Merganser	Dwarf Tinamou Brazilian Merganser Minas Gerais Tyrannulet March Seedeater Brasilia Tapaculo Great-billed Seed-finch
<b>Round Mountain</b>		Little Brown Bat Black Rosy-Finch
<b>Chirano</b>	Slender-snouted Crocodile Roloway Monkey Home's Hinge-back Tortoise Hooded Vulture White-backed Vulture Miss Waldron's Red Colobus Krokosua Squeaking Frog White-thighed Colobus	Chimpanzee Grey Parrot White-bellied Pangolin White-naped Mangabey Bateleur Baer's Wood Mouse Lagarosiphon hydrilloides Giant Ground Pangolin
<b>Tasiast</b>		Egyptian Vulture Northern Bald Ibis Saker Falcon
<b>Kupol/Dvoinoye</b>	Yellow-breasted Bunting	Great Knot

## Biodiversity and Land Use (continued)

Through our biodiversity action plans and environmental management systems, we work to avoid impacts on the ecological systems where these species live. See our Management Approach, Biodiversity.

Our 2021 results and performance include:

- **Mauritania** – We continued our engagement with the PNBA in 2021, working under the terms of a five-year Memorandum of Understanding signed between Tasiast and the PNBA in 2019 to collaborate on scientific studies of the park’s biodiversity and ecosystems, projects with traditional communities in the park, and capacity building for PNBA staff. In 2021, flora and fauna inventory reports were produced for the region between Tasiast and the PNBA, as well as a mapping of the superficial hydrographic network. Within the park, Tasiast began repair work for three community desalination units, scheduled for completion in 2022. With the PNBA, training programs were implemented for women from the community in the processing and packaging of fish products from artisanal fishing, ensuring correct hygiene standards are applied.
- Results from monitoring along the 33kV powerline between Tasiast and the sondage field and within the Tasiast site identified the following bird fatalities in 2021: 26 Brown-necked Raven fatalities (IUCN: LC), one White-backed Vulture (IUCN: CR) and one Greater Flamingo (IUCN: LC). Five other bird fatalities were recorded at other locations on-site, including one Falcon that died of exhaustion. No bird fatalities were recorded from cyanide poisoning at tailings facilities and the site has implemented measures to reduce levels of WAD (weak acid dissociable cyanide) through addition of ferrous sulphate to the tailings effluent.
- **Brazil** – At our Paracatu site, located in the Cerrado biome, progressive reclamation of more than 50 ha in borrow areas below the Santo Antonio tailings dam has seen the return of endemic fauna, including the Bush Dog (IUCN: NT). We continued the implementation of our biodiversity strategy by supporting the Paracatu State Park. See [Biodiversity Strategy at Paracatu](#).
- **Alaska, United States** – We partnered with Trout Unlimited to create the *Alaska Abandoned Mine Restoration Initiative*. Kinross is contributing \$500,000 over three years to support the rehabilitation of 2.2 miles of Resurrection Creek in Hope, Alaska, an area impacted by historical placer mining. Working with the U.S. Forest Service, the focus of the project is to restore the area impacted by placer mining to a thriving fish habitat. Read [Partnering with Trout Unlimited: the Alaska Abandoned Mine Restoration Initiative](#).
- **Nevada, United States** – Bald Mountain continued its participation in the State of Nevada’s Sage-Grouse Conservation Credit System. Of the 9,435 hectares of ranch land owned by the mine, 8,357 ha (89%) are enrolled and protected under the conservation credit system. In addition to Sage-Grouse conservation, the mine works actively to protect a variety of

other wildlife including Mule Deer, eagles and wild horses through fencing around process ponds and coverings over them, activity buffers around occupied migratory bird nests, and Mule Deer corridor protection measures.

- **Chile** – At all of our operations and projects, we take great care to not only avoid negative wildlife impacts but to protect wildlife habitats. The Lobo-Marte project is located near the “biological corridor” between two sections of the Nevada Tres Cruces National Park, a designated RAMSAR Convention site due to its high-altitude wetlands and the wildlife they support. Kinross is designing the project to avoid impacts on the biological corridor, to the maximum extent possible, and detailed studies are underway to understand potentially sensitive species as part of the Environmental Impact Assessment (EIA) and related mitigation plans.
- Fauna baseline studies identified the Short-Tailed Chinchilla (IUCN: CR) in the project footprint area and consultation with Colla Indigenous communities confirmed the presence of the Chinchilla across a broad part of the Atacama region. A specific study was initiated to develop a Chinchilla management plan and to support the State’s RECOGE conservation strategy for the Chinchilla, which aims to reduce the IUCN category to a lower level of threat by 2029, a decade after the RECOGE plan was approved by the Chilean Ministry of the Environment.



The PNBA is an important migration route and nesting ground for a wide range of shore birds.



### FUTURE FOCUS

As part of our effort to improve our reporting related to biodiversity, we plan to submit a CDP–Forest response for Kinross for the first time in 2022. Over the longer term, we will continue to evaluate strategic opportunities to improve our biodiversity strategy and enhance natural capital.

# Kinross Alaska Partners with Trout Unlimited and Donates over \$500,000 towards the Alaska Abandoned Mine Restoration Initiative

**In 2021, Kinross and Trout Unlimited came together to create the Alaska Abandoned Mine Restoration Initiative. This collaboration is the first of its kind in the state with a conservation organization and a major mining company working alongside federal and state land-management agencies to restore the environment and mitigate the impact of historic mining operations.**

The Initiative's first project will be Phase II of the Restoration of Resurrection Creek, a three-year project partnership with the U.S. Forest Service that is focused on rehabilitating 3.5 kms of Resurrection Creek in Hope, Alaska, an area where Kinross had not operated. Kinross' investment of more than \$500,000 will help restore this important habitat for Chinook, coho, pink, and chum salmon, rainbow trout and Dolly Varden trout.

The area was impacted by historic mining over a century ago, leading to a decrease in fish populations and vegetation. Phase I of

reclamation began in 2002, led by the Forest Service, and was completed in 2007. When Phase II of the project stalled due to a lack of funding, Kinross and Trout Unlimited saw an opportunity to contribute to restoring the area back to a thriving fish habitat.

In August 2021, leadership from Kinross, Trout Unlimited and the U.S. Forest Service gathered on the banks of Resurrection Creek to commemorate the partnership. The event was attended by Alaska's most senior U.S. Senator, Lisa Murkowski, local leaders, community members, and Yupik Elder Elizabeth Sunnyboy, who blessed the gathering.

"Let's not let this be the first and last project where we are coming together. As these resource-based industries, as these conservation-minded Alaskans and non-Alaskans alike are coming together to do good for our state, for our families, and really, for our environment," said U.S. Senator Lisa Murkowski.

The project is part of Kinross Alaska's continuing commitment to environmental restoration. Before the Fort Knox mine began operations outside of Fairbanks, the site's team worked with the Alaska Department of Fish and Game to restore Fish Creek Valley, a fish-bearing water body that has also been impacted by century old mining practices. That 27-year partnership received the prestigious Tyleston Award in 2009 from the Alaska Conservation Alliance and the Resource Development Council for cultivating, and protecting the now world-class fish hatchery.

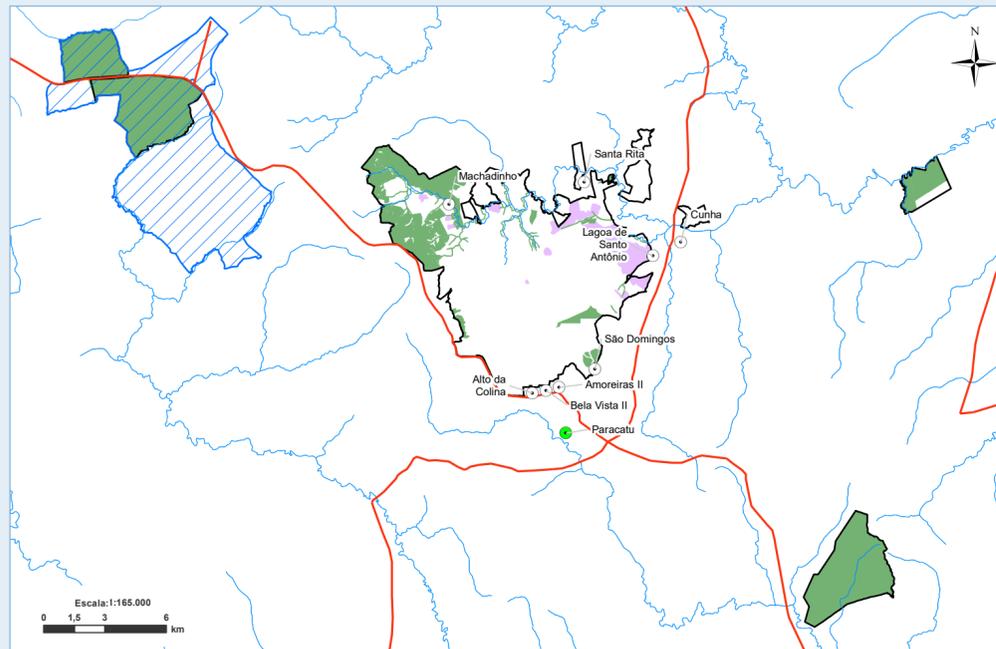


# Biodiversity Strategy at Paracatu

For over a decade, our Paracatu site has continued to provide a range of support including the construction of park offices, ecological trails, fire brigade services, and other services.

Our biodiversity strategy at Paracatu is to promote connectivity between preservation areas to protect endangered species and strengthen the biodiversity resilience of the Cerrado biome. Our integrated closure plan at Paracatu includes the potential for a protected corridor between the mine site and the Paracatu State Park, which are approximately 15 km apart (see map).

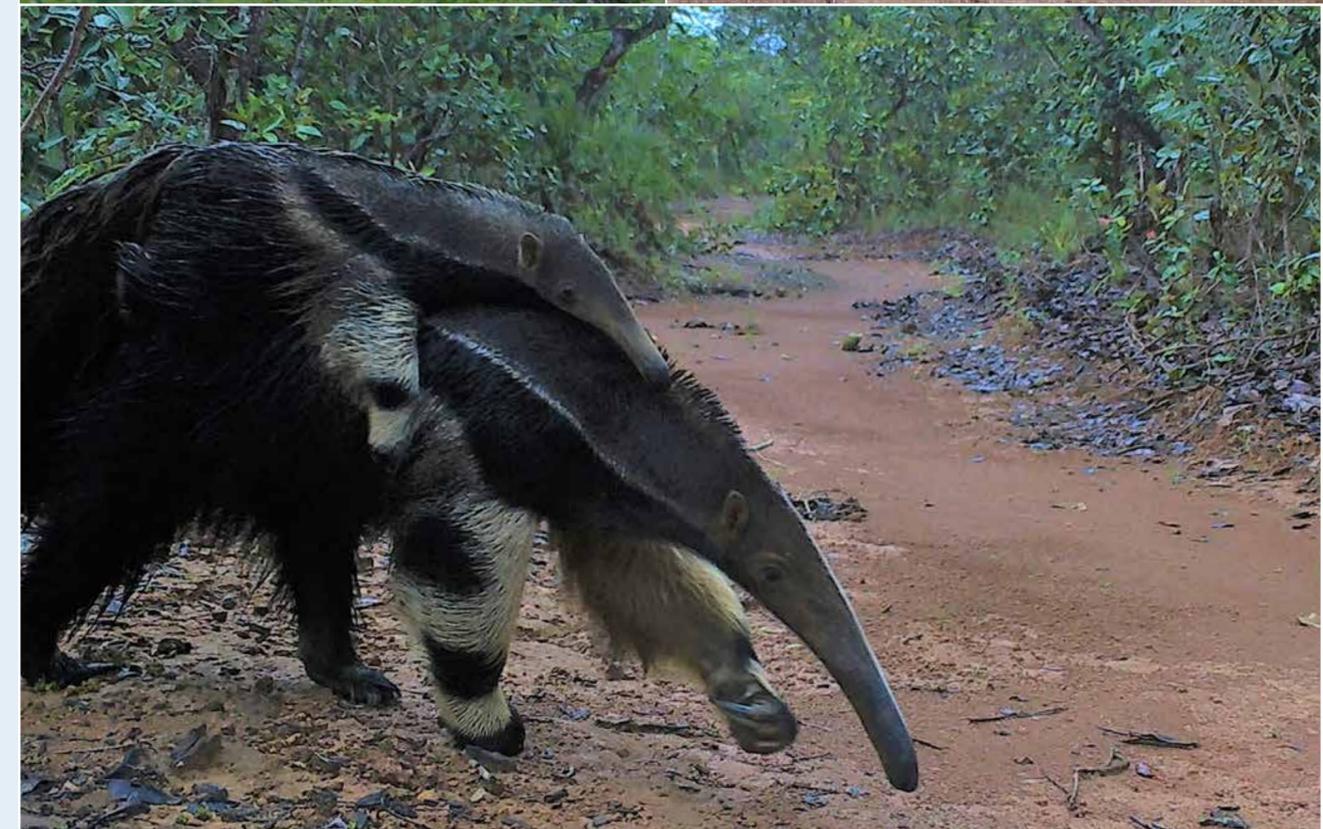
Map showing areas that have been protected by Kinross around Paracatu. Green areas are protected and the hatched area is the Paracatu State Park. The black outline in the centre is the Kinross industrial property.



Following registry of the Paracatu State Park by the State of Minas Gerais in 2011, and as part of the mine’s environmental licensing requirements, Kinross has acquired and donated a total of 6,400 ha of land to the State Forest Institute (IEF – Instituto Estadual de Florestas) within the Paracatu State Park. The location of the park is also important for water resilience, since it contains the watersheds from which the city of Paracatu draws its potable water. For over a decade, our Paracatu site has provided wide-ranging support, including the construction of park offices, ecological trails, fire brigade services, and other services.

Governance of the park is managed through COPAM, the State council for environmental policy, which receives proposals from the IEF. These are captured in a formalized Term of Commitment for Forestry Compensation, which is signed by all parties including Kinross, which is responsible for implementation.

The State park contains a variety of protected species of flora and fauna, demonstrating the environmental attributes and ecological diversity of the park area. Among fauna, vulnerable species include the Giant Armadillo, Giant Anteater, and Tapir. Our monitoring studies at the Paracatu mine site have shown that many of these species also live in the more than 6,300 ha of protected habitat and reclaimed areas at the site.



A wide range of species live in the more than 6,300 ha of protected habitat and reclaimed areas of the Paracatu mine. Cameras around the property capture images of local species.



## Integrated Mine Closure and Rehabilitation

We take a life-of-mine approach to closure that ensures compliance with regulation as well as engagement with stakeholders, especially local communities. This approach includes the design and delivery of post-mining land use where possible. In 2021, all operating sites began reporting quarterly against an updated Environmental Performance Indicator pertaining to progressive reclamation activities.

Performance and activities in 2021:

- At our active mining operations, we reclaimed 105 ha of land in 2021, slightly less than the 118 ha in 2020, reflecting primarily ongoing reclamation work to close Paracatu's Santo Antonio tailings storage facility. See [Progressive Reclamation of the Santo Antonio Tailings Facility at Paracatu](#).
- A proactive driver of environmental performance was included in the CRPM and five sites achieved perfect performance scores (four points) against this metric in 2021, while the lowest score was 2.5.

### ANALYST CORNER: INTEGRATED MINE CLOSURE AND RECLAMATION



Read [Management Approach](#)



GRI G4 MM1, MM10

SASB

RGMP Principle 9

SDG 12, 15

UNGC Principle 7, 8, 9

[Data Tables](#)

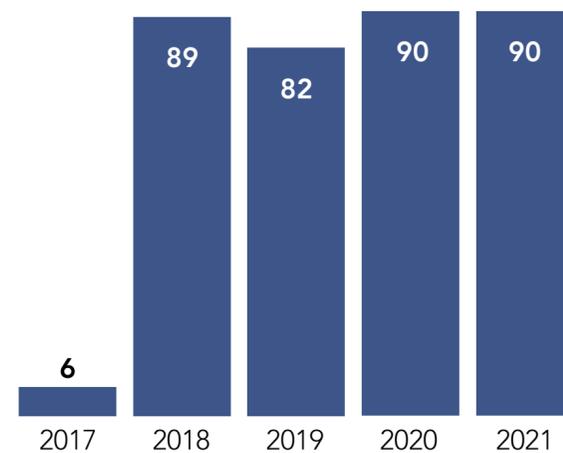


### FUTURE FOCUS

Beginning in 2022, and as part of our continuous improvement in reclamation, all operating sites and reclamation properties are required to provide specific objectives and targets for costs, concurrent reclamation and risks and uncertainties on a quarterly basis.

Figure 28  
FIVE-YEAR LAND AREA DISTURBED AT CLOSED SITES

(as of Dec 31, 2021) (ha)



In 2018, the Buckhorn mine site moved into reclamation, resulting in an increase in disturbed area.

- At La Coipa, we continued our active management of the mercury groundwater plume through management of water which has not contacted mercury, treatment with ion exchange and reverse osmosis of water which has contacted mercury, and final discharge of water containing less than 1 ppb of mercury. During 2021 a permit application was filed for the Global Remediation System which includes an innovative bioremediation treatment process, currently working at a pilot stage. The entire system is monitored through a system of 54 wells and quarterly reports are filed with the authorities. As part of the recent permit application, early and informed consultation was held with six local Colla Indigenous communities.
- During mining activity at Bald Mountain's Winrock pit, we are designing and initiating the encapsulation of potentially acid-generating waste rock to meet and minimize future closure requirements. This approach, which was completed during mining, reduces additional efforts for final reclamation and follows the agency approved Waste Rock Management Plan for the site.
- At our closed sites, the total land area disturbed was unchanged in 2021 over 2020, as reclamation work at Kettle River-Buckhorn was largely completed in 2020 (Figure 28). We also completed the sale of the Manhattan mine in March 2021.

Revegetation is an essential component of the reclamation process. Shown here at the Santo Antonio tailings storage facility.



# Progressive Reclamation of the Santo Antonio Tailings Facility at Paracatu

Part of Paracatu's site-wide closure plan, the strategy for SATSF has consistently followed a science-based and collaborative approach to TSF reclamation.

**We continued to advance the integrated closure program of the Santo Antonio tailings storage facility (SATSF) in 2021. The SATSF ceased operation in 2015, after which all tailings were stored in the Eustaquio tailings storage facility. The SATSF has a total area of 950 ha and approximately 400 ha have been reclaimed since concurrent reclamation started in 2016. A portion of the tailings is being re-mined until 2023. Expected completion of the closure program and de-characterization of the facility are scheduled for 2032.**

As part of Paracatu's site-wide closure plan, the strategy for the SATSF has consistently followed a science-based and collaborative approach to Tailings Storage Facility (TSF) reclamation, working with universities, conducting field trials and drawing upon research to inform the physical reclamation process, techniques used and post-closure options for land use. See *Integrated Closure Process – Reclaiming Paracatu's Santo Antonio Dam*, in our [2019 Sustainability Report](#).

Since the reclamation of the SATSF began, Brazilian state and national environmental regulations issued by SEMAD (Minas Gerais

State Environmental Agency) and ANM (National Mining Regulation Agency), have changed. Under the new regulations, the focus is on de-characterization of the site around four key aspects: decommissioning, hydrological and hydrogeological control, physical and chemical stabilization and monitoring to ensure effectiveness of stabilization measures after de-characterization has been completed. In response to these regulatory changes, Paracatu commissioned new scientific and technical trade-off studies to re-examine our closure strategy. Key topics spanned de-characterization of the SATSF and termination of its registration under the National Dam Registry, the long-term physical and geochemical stability of the facility, as well as the long-term integrity of the cover system.

Concurrent reclamation has included placement of a one-metre cover layer and installation of concrete-protected surface drainage chutes to protect the face of the dam from erosion. Also, the spillway elevation has been lowered into its closure configuration. At the end of 2021, the site is on track to meet its obligations for closure and reclamation of the SATSF over the next 10 years.





### Waste Management

Across all of our sites, we pursue opportunities to reduce the volume of waste produced and to reuse and recycle the waste generated. Materials that cannot be recycled or reused safely are disposed of, in accordance with local regulations for their safe handling, transportation and storage. For our mine sites situated in remote locations, the options available to recycle waste or dispose of it off-site are often limited. As a result, waste inventories on-site build up over time until permits for disposal are granted, after which they decline significantly year-over-year.

Over the past year, in consultation with our active mining operations, we improved our reporting by adding clarity to definitions pertaining to the categorization of hazardous and non-hazardous wastes.

In 2021, total waste generated declined year-over-year with a 23% reduction in non-hazardous waste and a 12% drop in hazardous waste from 2020 levels (Figure 29). Our performance and results over the past year include:

- Total volumes of hazardous waste decreased compared to 2020 (Figure 29). The decline is due primarily to the cessation of activities, such as construction, at some sites and efficiencies achieved at other sites. At Round Mountain, disposal of scrubber carbon being used to meet air quality controls at the mine contributed to a 17% increase in hazardous waste for disposal. The rebuild of a chemicals storage facility at Paracatu contributed to an increased volume of hazardous waste disposed of due to the removal of contaminated flooring.
- At Paracatu, we reduced the total volume of non-hazardous waste disposed of, following completion of the mine’s two-year heavy equipment upgrade program in 2020. While total tonnes of non-hazardous waste generated increased by 135% in 2021, an aggressive program to recycle SAG mill balls and heavy equipment tires, resulted in a 182% rise in the volume of waste recycled, and a corresponding 45% decrease and 86% decrease in the volume of non-hazardous waste disposed of on- and off-site, respectively.
- Non-mineral waste intensities declined from 2020 to 2021 due to lower total waste generated and higher tonnes of ore processed (Figure 30).
- The total volume of waste recycled increased to 50% in 2021 from 33% in 2020 (Figure 31) as Paracatu, Round Mountain and Bald Mountain all recycled higher volumes of hazardous and non-hazardous wastes. Following an accumulation of scrap metal at Round Mountain, which could not be sold during the pandemic, as well as increased waste from the Phase W project,

**ANALYST CORNER: WASTE MANAGEMENT**

Read [Management Approach](#)

GRI 306  
 RGMP Principle 2, 8  
 UNGC Principle 7, 8, 9

SDG 12, 15

[Data Tables](#)

**FUTURE FOCUS**

We will continue to minimize the volume of waste at site levels, while managing and disposing of waste generated in accordance with regulatory and permit requirements. All sites will continue ongoing work to increase recycling, and identifying innovative secondary markets for waste generated.

Round Mountain resumed its scrap metal sales in 2021. Bald Mountain also increased its volume recycled during the year.

- Tasiast continued its efforts to develop a plan for the safe disposal and recycling of accumulated waste on-site, across various categories. Key considerations include full alignment with international and national legal requirements and regulations, including but not limited to companies with the right certifications. Working with certified companies will help Tasiast ensure traceability through the value chain from transportation, to product, and final disposal. In addition, we are evaluating the capacity of local companies in line with our overall commitment to develop local content in Mauritania.

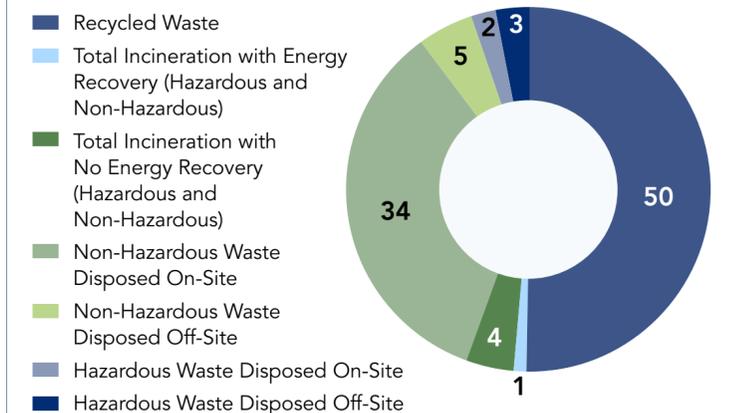
Figure 29  
**FIVE-YEAR TOTAL HAZARDOUS/ NON-HAZARDOUS WASTE GENERATED**  
(Tonnes)



Figure 30  
**FIVE-YEAR NON-MINERAL WASTE INTENSITIES**  
(kilograms/tonne of ore processed)



Figure 31  
**2021 NON-MINERAL WASTE BY CATEGORY**  
(% of tonnes)





### Cyanide Management

We maintained certification under the International Cyanide Management Code (Cyanide Code) at all operating sites in 2021. Cyanide Code audits were conducted at Fort Knox and Paracatu in 2021. Fort Knox received recertification in September 2021 and Paracatu had its recertification audit in late 2021. The site has met all requirements and expects to receive recertification in 2022 (Table 11).

TABLE 11: Cyanide Code Certification Status at Kinross Sites

Kinross Site	Date first certified	Most recent certification
Tasiast	2017	2020
Chirano	2013	2020
Bald Mountain	2008	2020
Round Mountain	2007	2021
Fort Knox	2008	2021
Paracatu	2008	Expected 2022
La Coipa	2011	Certification planned within 12 months of restart of operations (occurred in Q1 2022)
Kupol (including Pevek)	2009	2020

### Air Quality

All of our sites monitor and report on potential pollutants related to air quality including carbon monoxide, nitrogen oxide, sulphur dioxide, particulates and a broad range of metals.

Our 2021 performance and results include:

- Estimated emissions for NO<sub>x</sub> increased slightly year-over-year from 2,377 tonnes in 2020 to 2,473 tonnes in 2021. Estimated emissions for SO<sub>x</sub> declined year-over-year from 1,129 tonnes in 2020 to 1,076 tonnes in 2021.
- Following the installation of carbon scrubbers at Round Mountain in 2021, the mine has achieved full compliance with stringent State-level mercury emissions from the stack. While air quality compliance has been achieved, disposal of the scrubbers has contributed to an increase in the volume of hazardous waste generated on-site.

#### ANALYST CORNER: AIR QUALITY

Read [Management Approach](#)

GRI 305

RGMP Principle 2, 8      SDG 12, 15

UNGC Principle 7, 8, 9

[Data Tables](#)



#### FUTURE FOCUS

We will maintain compliance with air quality standards in our operating jurisdictions through effective implementation of our environmental standards.

#### FUTURE FOCUS

We will maintain certification at all operating mines. As the La Coipa mine ramps up to commercial production this year, a full Cyanide Code audit is scheduled for January 2023. Beginning in 2022, and where possible we are aligning our Cyanide Code audits, our safety and sustainability audits and our RGMP certification audits to seek efficiencies and reduce the audit burden of site-level audits.

#### ANALYST CORNER: CYANIDE MANAGEMENT

Read [Management Approach](#)

GRI 301

RGMP Principle 2, 8      SDG 12, 15

UNGC Principle 7, 8, 9

[Data Tables](#)



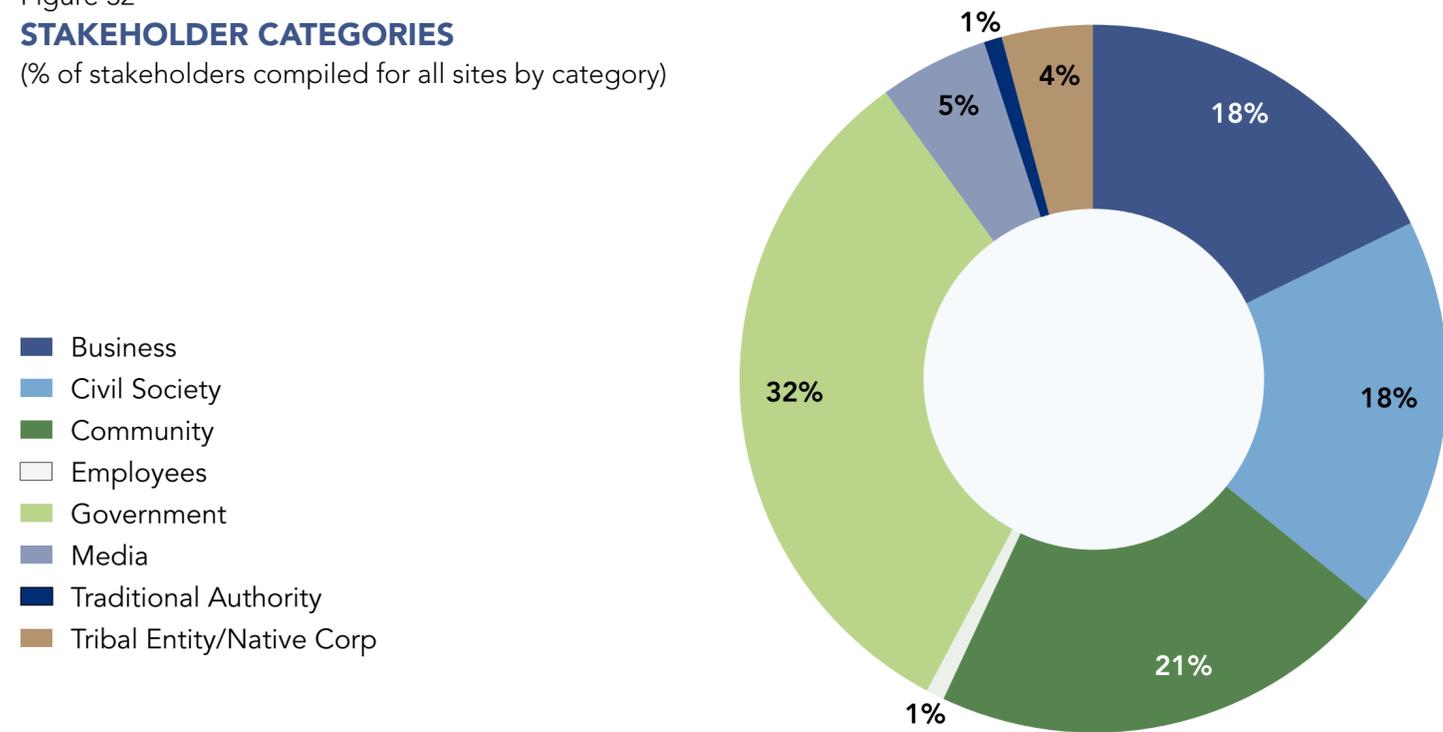


### COMMUNITY

Engagement with our stakeholders allows the building of relationships through which we can understand and evaluate the impacts caused by our operations, thereby taking action to avoid or mitigate such impacts. Engagement also allows us to identify social risks and to take corresponding actions to mitigate them, in line with our commitment to do no harm.

Through implementation of our management system for community relations, the Site Responsibility Plan (SRP), we maintained active mechanisms for stakeholder engagement, community consultation, and grievance resolution at all active mine sites and development projects. Through stakeholder engagement we learn how the quality of our relationships with stakeholders is evolving and measure this through specific feedback metrics (positive and negative feedback), as well as assessment of relationship indicators. Our local stakeholders include various categories as shown below, and consist principally of local elected leaders, community organizations, local government, businesses, and others (see Figure 32). The largest stakeholder category is government (mostly local) at 32%, followed by community groups at 21%.

Figure 32  
**STAKEHOLDER CATEGORIES**  
(% of stakeholders compiled for all sites by category)



Note: this chart consolidates detailed categories into broad groups

A compilation of our stakeholders' primary topics of interest, across all our sites, shows that community benefits (jobs, local business, development) were the main priorities (Figure 33). This focus on the positive benefits of our operations supports the strong positive feedback that we record in our social performance metrics and reminds us of the importance of providing local jobs, supporting local business, and being a strong partner in the community. These were followed by impacts (environment, noise, dust, etc.).

#### ANALYST CORNER: RELATIONSHIPS WITH STAKEHOLDERS

Read [Management Approach](#)

GRI 102, 411, 413, G4 MM 5, 6, 7, 8, 9

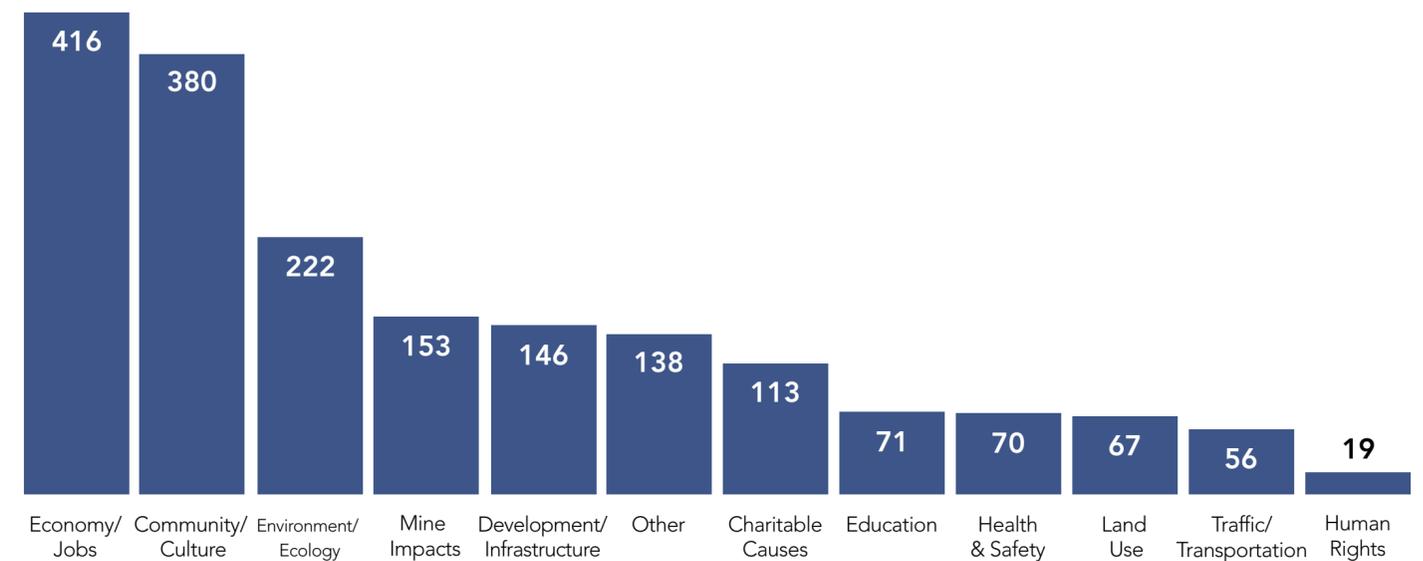
RGMP Principle 2, 5, 7 SASB

UNGC Principle 1, 2 SDG 4, 5, 12, 16, 17



[Data Tables](#)

Figure 33  
**STAKEHOLDER TOPICS OF INTEREST**  
(number of stakeholders expressing topic as among top three in importance)





During 2021, our stakeholder engagement methods maintained a mix between in-person and virtual (phone and social media), with the ratio at each site depending on local context and health guidance or rules. Site ratios of in-person vs virtual engagement ranged from 20:80 to 80:20, with the highest in-person estimates at sites in the United States and the lowest at Tasiast. This flexible approach ensured continued high levels of contact with stakeholders across our host communities during the second year of the COVID-19 pandemic. These efforts, combined with our efforts to ensure productivity in our relationships through honouring our commitments, contributed to strong positive feedback and supportive media coverage, reflected in a high level of stakeholder appreciation across all sites. In other areas of 2021 performance and results, we:

- **Held 96,302 stakeholder interactions** (Figure 34), overcoming the barriers presented by pandemic conditions and working in accordance with public health restrictions. We recorded an average of 33 stakeholder engagements per site per day, similar to the rate in 2020, and identical to our 10-year average. We achieved an average of 94% of planned stakeholder meetings per quarter, an improvement over the 2020 rate of 88%.
- **Received over 7,329 positive expressions (positive feedback and media), a 40% increase over 2020** and 17 times higher than the 433 negative expressions (community issues, grievances, negative feedback and media) received, which declined slightly, by 7%, from the prior year (Figure 35).
- **Experienced zero work stoppages or disruptions to ongoing operations as a result of major community issues** (Level 4 and 5).
- We had two level 3 community issues, one at Chirano (protest by local youth) and one at Paracatu (accidental activation of tailings emergency siren). To learn more see [Engaging Downstream Communities at Paracatu](#).
- Received and resolved 19 grievances across the Company as well as 158 stakeholder complaints. All grievances were resolved but seven required more than the timeframe established by site grievance mechanisms. Of these seven, two were legal cases at Paracatu, four required extensive internal coordination between functional areas, and one was related to the youth issue at Chirano which involved multiple functions at site, region and corporate.
- Grievances were higher in 2021 (Figure 36) compared to previous years, primarily due to a higher number at Chirano, nine in 2021 versus five in 2020. At other sites, three grievances each were received at Bald Mountain and Chile, and two each at Paracatu and Tasiast. Most grievances were related to employment, impacts of blasting, and transportation (mostly due to speeding) (Figure 37).
- **There were no Kinross operations or projects located in areas near, or adjacent to, areas of conflict.**
- There were zero cases of resettlement and relocation in 2021.

Figure 34  
**FIVE-YEAR COMMUNITY STAKEHOLDER INTERACTIONS**  
(number of interactions)

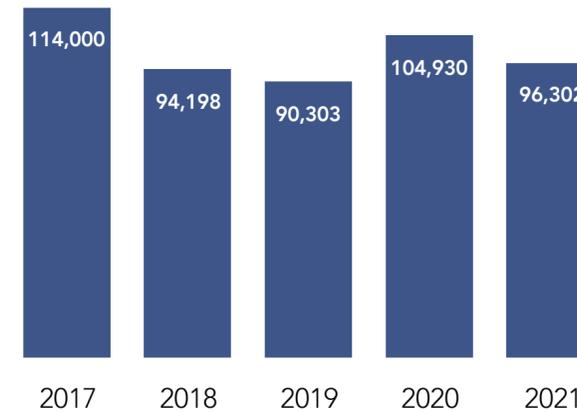


Figure 35  
**FIVE-YEAR COMMUNITY FEEDBACK**  
(number of expressions)

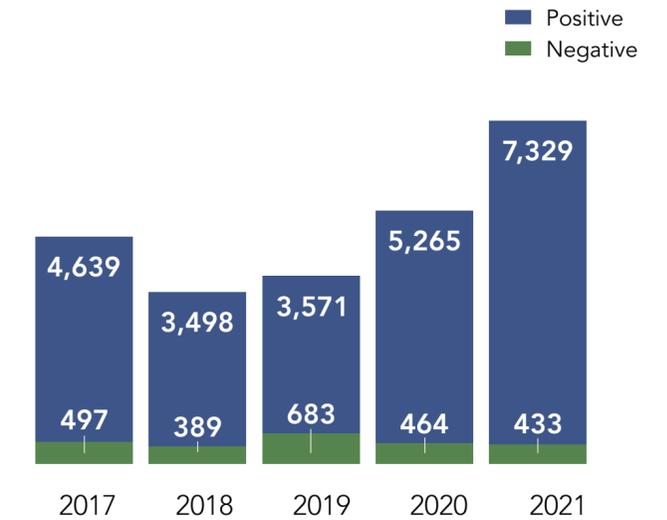


Figure 36  
**FIVE-YEAR GRIEVANCES AND ISSUES RECORDED ON SITE REGISTERS**  
(number of grievances)

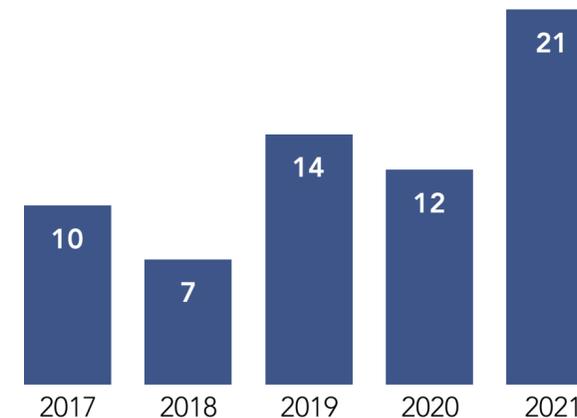
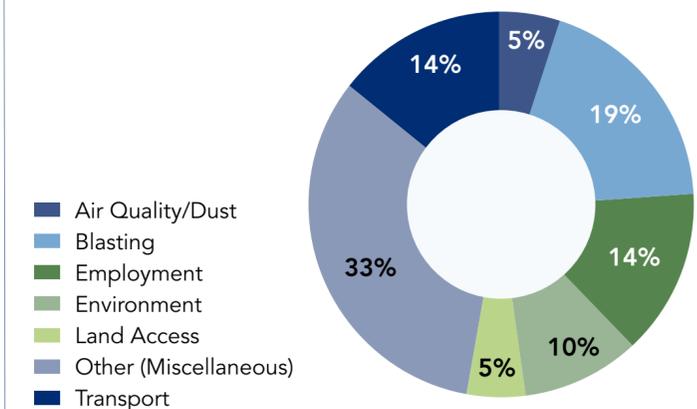


Figure 37  
**ISSUES AND GRIEVANCES BY CATEGORY**  
(Level 2 and above)





### Tracking Relationship Quality

We place the highest importance on the quality of relationships with our stakeholders, measured ultimately through Trust. We are a people-focused business and value our close relationships with our stakeholders. For this reason, we have sought to understand better the component parts of a relationship, building from the work of Dr. Jan Boon (see p. 57 [2019 Sustainability Report](#) and references therein). Through systematic thinking about our relationships with stakeholders, we hope to improve our engagement and daily interactions with stakeholders. We improved our internal tool for stakeholder mapping and added an extra component for tracking relationship quality on a quarterly basis. Figure 38 shows our estimate of level of trust with our stakeholders across all of our sites and projects<sup>1</sup>. Out of a maximum score of 55, relationship quality ended the year at an average of 51. A lower score in the early part of the year reflects community issues at Chirano and Paracatu.

Specific relationship parameters used to estimate overall level of Trust are shown in Figure 39, also compiled for all sites and selected stakeholders. These indicators are strongest in respect, conflict resolution, and affection, while balance of power and productivity indicators are less strong. These provide useful feedback in terms of our stakeholder engagement strategy and community programs.

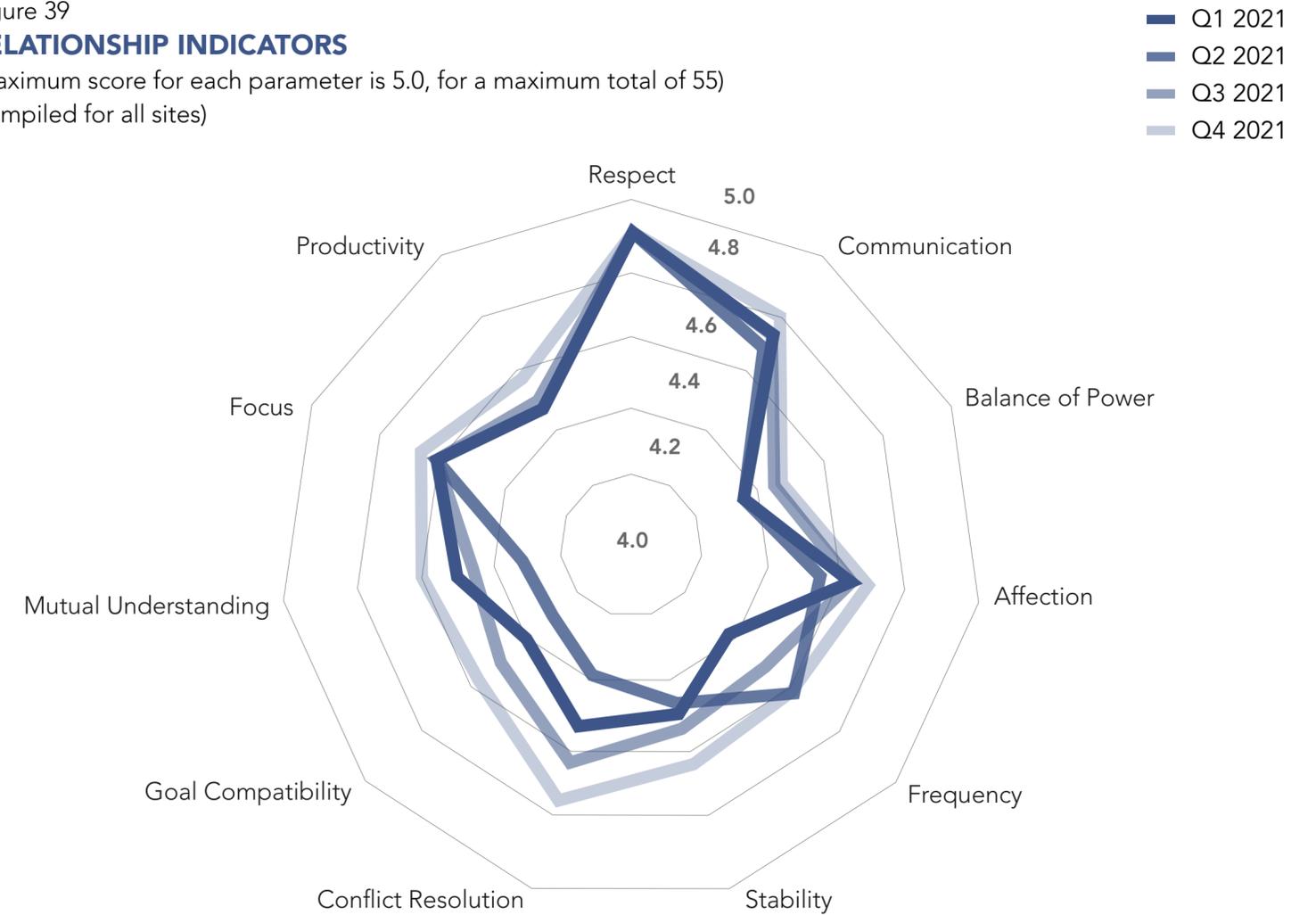


1. See Kinross' [2019 Sustainability Report](#) for details of indicators used to estimate relationship quality.

Figure 39

### RELATIONSHIP INDICATORS

(maximum score for each parameter is 5.0, for a maximum total of 55)  
(compiled for all sites)



### FUTURE FOCUS

We will continue to prioritize building and maintaining quality relationships with stakeholders and rightsholders. At our exploration and development projects (Curlew Basin Exploration, Lobo-Marte, Manh Choh, and Great Bear) we will ensure that relevant components of our SRP management system are implemented. During 2022, we are conducting a full review of the standards in the SRP, and expect updated standards and metrics to be available in early 2023.



# Building Trust through Early, Informed Engagement at Manh Choh, Alaska

**Kinross Manh Choh has developed a robust, relationship-focused engagement strategy that works to build trust and understanding among all parties. This approach has resulted in steady growth in relationship quality. Maintaining our strong relationships with the local communities will continue to be the most important aspect of the Manh Choh project.**

The Manh Choh project is located on lands of the Upper Tanana Athabascan community of Tetlin.

In any location, creating new relationships can be a challenge, but this is especially difficult in rural, remote regions of interior Alaska. Doing so, while in the midst of a global pandemic, magnifies these challenges. While public health restrictions occasionally resulted in postponed meetings and unavoidable, last-minute cancellations, we adapted and leveraged videoconferencing, extending our outreach to people who otherwise may not have been able to attend.

Kinross has operated in Alaska for over 25 years, although this is our first project on or near Alaskan Native lands. Through Cultural Awareness Training, all employees and contractors working on the Manh Choh project have developed a better understanding of the Upper Tanana Athabascan culture.

To date, approximately 214 people have completed the course, via Kinross University, the Kinross e-learning site. Team meetings feature “cultural shares” reinforcing the importance of respect for native Athabascan culture, and to ensure that potential cultural impacts are being considered and mitigated at every phase of the project. In addition, we hired a Tetlin tribal member as the Community Relations Coordinator, and she is working with community elders to document historical and cultural stories. Our quarterly Manh Choh project newsletter is helping to share these stories, ensuring this valuable history is documented and available to future generations.

During 2021, we had over 2,500 stakeholder interactions in the local area, including 21 meetings with the Tetlin village council. Principal concerns raised by the communities include impacts to sacred land and maintaining access to traditional ways of life and food sources. Communities are also interested in local benefits through jobs, business, and community programs. Members of the Tetlin tribe are also on the project team, working in drilling, environment, and community relations positions. Through our local procurement program, 14% of all spending on the project occurs in the local area, through approximately 10% of registered local businesses. We have met all of our commitments under the terms of the community agreement with the Tetlin village.



Kinross representatives with members of the Tetlin Village Council in Tok, Alaska

## ENGAGING WITH INDIGENOUS PEOPLES

**Kinross engages with Indigenous Peoples across three continents. With the acquisition of Great Bear Resources in north-western Ontario, completed in February 2022, we are fortunate to add the Wabauskang and Lac Seul First Nations to the rightsholders with whom we engage.**

During 2021, we continued close engagement with Indigenous Peoples in whose traditional lands our mines and development projects in Chile, Russia, Nevada and Alaska are located. Our approach to engagement with Indigenous Peoples and our respect for their unique rights and relationship with the land can be found at [Working with Indigenous Communities](#). At the end of 2021, formal agreements were in place at 88% of the sites where there are Indigenous communities. Further detail for each site is shown in Table 12.

**TABLE 12: Overview of Formal Agreements with Indigenous Peoples** ✓ In place

Location	First Nations / Indigenous Peoples	Year	Memorandum of Understanding	Grievance Mechanism	Cultural Heritage
Alaska, Manh Choh project	Tetlin native Alaskans	2020	✓	✓	In development
Chile, La Coipa	Colla	2015	✓	✓	✓
Chile, Lobo-Marte	Colla	2011	✓	✓	✓
Nevada, Round Mountain	Western Shoshone	2007	✓	✓	✓
Nevada, Bald Mountain	Western Shoshone	2016	✓	✓	In development
Russia, Kupol-Dvoinoye	Chukchi, Evens and others	2005	✓	✓	✓



Kinross representatives with members of the Tetlin Village Council in Tok, Alaska.

### Engagement activities with Indigenous communities in 2021 included:

- **Lobo-Marte (Chile) Development Project** – All six Colla Indigenous communities in the project’s area of influence, continued their participation in environmental baseline studies, with more than 85 separate field campaigns covering 12 components. Sixty consultants received induction from the community regarding the natural environment, the community’s way of life, and the spirituality of the Colla people. Two rounds of workshops were completed to address local concerns and impacts of the project, with additional workshops to occur in 2022. To learn more, read [Early, Informed Consultation with Colla Indigenous Communities at the Lobo-Marte Project](#).
- **La Coipa (Chile) Restart Project** – We completed engagement with local Colla communities (the same six communities which are also related to Lobo-Marte) regarding a permit application for a groundwater remediation system at the mine. In addition, together with the Sinchi Wayra Colla community, we signed an agreement for the current life of mine (through 2026), which provides Kinross with access through community lands to an easement for the power line to the mine. Also, the agreement commits the company to support sustainable development projects in the community.
- **Manh Choh (Alaska, U.S.) Development Project** – Situated within a mineral lease owned by the local Upper Tanana Athabascan Village of Tetlin, we conducted more than 2,500 stakeholder interactions including multiple engagements in Tetlin and other Alaskan Native communities in the area, while respecting public health restrictions due to the pandemic. We maintained community programs through the annual Community Support Agreement and road maintenance schedule. People from the community have been hired to assist with the exploration and baseline programs, as well as environment and community relations. Local businesses are being used for logistical support. To learn more, read [Early Engagement at the Manh Choh Project, Alaska](#).
- In Chukotka, we maintain partnerships with the Association of Indigenous Peoples of Chukotka. The Kupol Foundation continued its contribution to Chukotka’s social and economic development. Over 12 years, the Foundation has supported 108 projects focused on preserving the culture and traditions of the Indigenous Peoples of the North. In addition, Indigenous representatives from Lamutskoye and Chuvanskoye communities visited the Kupol mine for participation in environmental monitoring activities.
- **Bald Mountain and Round Mountain (Nevada, U.S.)** – We made significant efforts to increase engagement with the Duckwater and Ely tribes of the Western Shoshone Native Americans on topics including cultural monitoring at our sites, participation in the Kinross scholarship for Western Shoshone youth, and the summer youth program. This led to improved trust, through specific improvements in respect, frequency of engagement, and alignment of goals. We joined the tribal engagements committee of the Nevada Mining Association and the tribal committees of the Women’s Mining Coalition and the American Exploration and Mining Association.



### FUTURE FOCUS

We will continue our approach to engagement with Indigenous Peoples, prioritizing early, informed engagement which respects their ways of life, spirituality, and connection with the land. Specifically, at Lobo-Marte and Manh Choh we will continue engagement with Indigenous Peoples to gain their trust and support for development of these projects. At Great Bear, we recognize that we will be working in the traditional territory of the collective members of the Anishinaabe Nation in Treaty #3. We respect the inherent and treaty rights of our partners in the Wabauskang and Lac Seul First Nations and are committed to regular, open dialogue and meaningful engagement on the path ahead. We look forward to getting to know as many band members as possible and building lasting relationships with partner communities.

# Early, Informed Consultation with Colla Indigenous Communities for the Lobo-Marte Project

**The process of early, free, prior, informed consultation for the Lobo-Marte project consists of various stages of dialogue with the Colla Indigenous communities in the project’s area of influence.**

The dialogue process is based on the Kinross relationship model and uses the key relationship indicators as a framework, or set of principles, to guide the dialogue. Each Colla community has agreed on a way to govern its own process within the Lobo-Marte consultation process. The methodologies used are grounded in ILO Convention 169 and respect for human rights, in particular good faith, transparency, balance of power and information sharing, accountability and full respect for the way of life and traditions of the community. The final stage of the process consists of an agreement with each community on the impacts, measures and concerns of the communities —addressed through voluntary agreements—as well as community programs financed by the Company, covering areas such as community solar energy, leveling of land for agriculture and irrigation canals.

Our shared objective is open and transparent dialogue regarding potential impacts from the project and to hear about emerging community concerns. Through an early dialogue process, impacts to the community’s way of life are distinguished and separated from general concerns that are not necessarily related to a project activity. Following this, the goal is to agree to align plan of impact mitigation measures that meet the needs of the community and to put voluntary commitments in place to manage other concerns.

Prior to the start of the dialogue process on impacts and concerns, community members received a training course “Introduction to instruments for environmental management: environmental evaluation and Indigenous consultation,” delivered by the public policy unit of the Catholic University of Chile. This course was an essential part of preparing community members with the competencies and background to participate fully in the process. In relationship terms, it helps to ensure fair balance of power, with community members participating fully in the process. Thirty-five community members participated, with ages ranging from 16 to 72 years old, and 88% are women.

Impacts and concerns identified to date cover water quality and quantity, flora and fauna, patrimony of the Colla people, and various aspects related to roads which pass through Colla lands.

Members of the Colla Indigenous communities related to Lobo-Marte have participated in field work to obtain baseline information on a range of themes including fauna, flora and human patrimony, acting as guides to the specialists. A key part of this process included training of the consultant specialists by community members, covering topics such as the local way of life, Colla cosmovision, and territorial dynamics. This approach has created respect among the participants and has built trust in the overall process. More than 85 field missions have been completed covering 12 different environmental topics, and 60 specialists have been trained by the community.

We firmly believe that an early and inclusive approach involving all potentially affected stakeholders, which provides ample time for dialogue and is informed through equal balance of power, is one which is the right thing to do and the foundation of meaningful project and community consultation.



Photos above:

(top) Community members and specialists doing baseline field work.

(bottom) An agricultural project at the Pai Ote Colla community.



## ADDRESSING LOCAL STAKEHOLDER ISSUES

**Our approach to addressing key stakeholder issues is an important measure of our performance. We track and provide a transparent account of our progress in working with our stakeholders to address these issues in our sustainability reporting and ongoing corporate disclosures.**

### Paracatu, Brazil

#### Trespassers at Paracatu

We have implemented comprehensive measures at Paracatu to protect people and assets, operating in a manner consistent with the Voluntary Principles on Security and Human Rights. Trespassing events in 2020 and 2021 were 38 and 22 respectively, down from a high of 228 in 2017.

#### Dust, noise and vibration at Paracatu

We continue our extensive programs to manage dust, noise and vibration from pit operations in Paracatu. During 2021 there were no cases where vibration or noise levels from blasting exceeded the regulatory limits (15 mm/s for vibration and 134 dB for acoustic pressure). At community monitoring stations, the average vibration level from blasting during 2021 was 1.57 mm/s and the maximum single event was 3.6 mm/s. The average acoustic pressure was 106.8 dB and the highest single event was 122.9 dB.

Results at the five online dust monitoring stations around the mine did not indicate any exceedance related to our operations relative to Brazilian standards (80 µg/m<sup>3</sup> and 50 µg/m<sup>3</sup> for total suspended particulates and PM10, respectively). In 2021, 119 complaints were registered, of which two were for dust, 21 for blasting, 92 for noise and four for other causes. Of the noise-related complaints, 42% were from one individual and 15% from another. In 2021 two legal complaints were received from local residents, both alleging that cracks in their houses were caused by vibrations from blasting at the mine. One of the legal complaints was from a resident in São Domingos and the other in Alto da Colina.

The Municipality of Paracatu completed a natural hazard risk assessment in communities adjacent to the mine, recommending infrastructure improvements and relocation of some homes at higher risk locations. We are responding to the two legal complaints and have engaged technical experts to assess housing quality.

In addition, we continue to adopt a cross-functional team approach to mitigate potential impacts in adjacent communities; this includes efforts to reduce vibration related to blasting, reduce noise, and reduce dust generation. We accompany these efforts with engagement in neighbouring communities, in some cases on a house-by-house basis, to ensure we understand stakeholder concerns and can respond to them.

#### Community Health at Paracatu

We have reported regularly on the matter of arsenic at Paracatu, noting that results of an independent six-year research program, including a Human Health Risk Assessment, concluded that exposure to arsenic in Paracatu is low and that the risk to human health is low. Updated information on the studies can be found at <http://kinross.com.br>. Developments in 2021 include:

- Completion of a baseline study for a representative sample of the Belo Horizonte population, measuring total and speciated urinary arsenic. The geometric mean of total arsenic was 9.68 µg/gC, below the referential value of 10 µg/gC (non-exposed population) and the Brazilian Maximum Allowable Biological index – IBMP (NR7), currently defined as 50 µg/gC. In 2019, the geometric mean found for biological monitoring of Kinross employees was 5.88 µg/gC. Results of this research were published in [date/journal]. The study of the Belo Horizonte population showed that the arsenic level in the general urban population of a large city in Brazil is actually higher than that measured for Kinross employees at the Paracatu site. This supports and confirms a wide body of research on arsenic in Paracatu which shows that it does not present a health risk to the population.
- We continued our monitoring of employee health, with arsenic monitoring of employees who work in the refinery and laboratory, in line with the recommendations of the State Public Attorney (SPA). A peer-reviewed research article describing the results of years of employee health monitoring for arsenic was published in December 2021.
- Kinross continued to address lawsuits alleging arsenic contamination and impacts to value of land, filed by 12 residents of Santa Rita, a rural community downstream from the site and located next to rivers previously affected by garimpo (ASM – artisanal and small-scale miners) activity. Three cases were closed in favour of Kinross, with the court finding no evidence of arsenic contamination, and one case was closed by agreement. The other cases await the results of expert opinions on land matters.
- Regarding the recommendations of the follow-up report, published in March 2016 by CETEM (Centre for Mineral Technology) on arsenic and public health in Paracatu, the SPA of Minas Gerais has determined that a full literature review will be completed before a decision is made on the need for additional studies. This review is being conducted by the University of São Paulo.
- We continued remediation work at old garimpeiro workings upstream of São Domingos in the Cigano and Rapadura creeks, in compliance with a permit commitment. This work mitigates any risk to people in the community from water contamination related to old small-scale mining residues.
- Results of a detailed geochemical sampling and mapping survey in the rivers and creeks around Paracatu were compiled. Additional sampling was completed in support of a research article, which will be submitted in 2022 for publication in a peer-reviewed journal. At the University of Minas Gerais, research continues on arsenic speciation in geochemical environments found in Paracatu.
- The Paracatu site maintains regular monitoring of water quality at key discharge points; arsenic levels during the 2021 sampling period were very low and in line with historic trends.



## Paracatu, Brazil (continued)

### Quilombola communities

For more than ten years, we have been working to obtain formal approval of social and environmental commitments with local Quilombola communities. The past few years have seen substantial progress, due to support from the Palmares Foundation and the land agency, INCRA. INCRA, the National Institute for Colonization and Agrarian Reform, organized a meeting with the São Domingos Quilombola community in Paracatu at which Kinross presented the proposed Basic Environmental Plan (PBA), a document containing social and environmental projects for the community's benefit. The community responded to INCRA with proposed changes and additions, after which INCRA asked Kinross to consider additional components to the plan, in particular for local business development. In prior years, we had proposed land compensation solutions and are now working anew with INCRA on options for land compensation, using criteria which allow for practical, viable solutions.

### Community emergency sirens

In May 2021, there was an unplanned activation of the emergency sirens when a technician activated the survey system without performing the necessary calibration first, unrelated to any issues at the tailings storage facilities. This event caused significant concern, both in local communities and within the Company. We engaged with communities, local authorities and media to explain what happened and answer questions. Social experts were deployed to communities to provide support for those affected. Company representatives appeared at a public hearing in the Municipality and inspections were conducted by the regulatory authorities. Internally, the company has conducted a detailed analysis of the event and incorporated improvements into its emergency response plan. After the accidental siren event, 167 people from downstream communities filed individual lawsuits in the small claims court against Kinross, seeking compensation for the alleged moral damages caused by the activation of the sirens. In addition, the State Public Prosecutor brought a civil action relating to the event. Both of these cases are ongoing. Read [Engaging Communities Downstream at Paracatu](#).

## Kettle River-Buckhorn, U.S.A

### Water Quality

Kinross has previously reported in detail water quality matters at Buckhorn. For details, see [Kinross' Annual Information Form](#) (December 31, 2021) (pages 89-90). The Company was issued two NOVs in 2021 from the Washington Department of Ecology (WDOE) asserting that the Company had failed to meet its obligations under the renewed Permit. Consolidated lawsuits by the Okanogan Highlands Alliance (OHA) and the Attorney General for the State of Washington against Crown Resources (Crown) and Kinross under the Clean Water Act and relating to the renewed Permit continued throughout the year.

The Company continues to work diligently and cooperatively with the authorities on implementing the approved closure plan for the mine and obtaining renewal of its discharge permit. Unfortunately, the current discharge permit sets unattainable limits that, in many cases, are below natural background levels. The exceedances do not relate to effluent quality of discharges, but to well-specific background limits measuring the groundwater quality in the area under the mine site. In connection with the permit renewal, the Company is seeking conditions that are technically achievable, protective of the environment, and which properly consider natural background levels and previous activities permitted by the State. Crown/Kinross will vigorously defend its record of environmental stewardship at the Buckhorn mine against this litigation.

## Maricunga, Chile

### Wetlands near Maricunga

Subsequent to sanctions and legal cases brought by Chilean authorities against the Maricunga mine in 2016, we have reported regularly on these matters, which involve alleged damages to wetlands at Pantanillo and Valle Ancho. In January 2022, the Supreme Court annulled on procedural grounds, previous rulings by the Environmental Tribunal in the two cases against the Company. At the same time, the Company is pursuing settlement discussions with the relevant authorities. Field inspection of the wetland in April 2022 showed substantial improvement in the areas at issue, including standing fresh water. For additional information, see [Kinross' Annual Information Form](#) (December 31, 2021) (pages 88-89).

### Diesel Spill, Easements and the Colla Community of Rio Jorquera

As previously reported, Maricunga's (CMM) Rancho del Gallo camp experienced a diesel spill in 2017. Following clean-up of the spill, the environmental agency (SMA) determined that no environmental harm had been caused. One affected area had remained closed off by the Colla community of Rio Jorquera (CRJ), prohibiting final clean-up. The CRJ then filed a lawsuit in the Environmental Tribunal for which a settlement was reached and remediation actions under this agreement have started with the support of independent facilitation. A working group was set up and is meeting regularly. As a result of this, a company was selected for physical clean up works and work is underway to select a company for monitoring of progress. The status of other previously reported legal cases is as follows: a) the case against a CMM employee was closed following completion of compensation by CMM through a donation to the local oncology centre and donation of a vehicle to the Andean mountain rescue organization; and, b) in the case where the CRJ was ordered to reimburse payment received for an easement, the CRJ filed an appeal for which hearings were heard and the parties now await the court's decision.



## Sunnyside Gold Corporation, Silverton, Colorado

### Remediation

Following five years of responsible mining until 1991, the Sunnyside mine was closed in accordance with the law, its permits and a court-approved consent decree.

Kinross never operated the Sunnyside Mine and acquired Sunnyside Gold Corporation (SGC) as an indirect subsidiary in 2003, 12 years after the Mine was shut down. In 2015, the U.S. Environmental Protection Agency (EPA) caused a spill of mine-impacted water at a nearby property, which resulted in the EPA listing the entire historic mining district and downstream areas on the National Priorities List. Legal actions were filed by third parties and these were settled in 2020 and 2021. In late 2021, SGC and Kinross participated in a mediation with the United States and the State of Colorado which resulted in a court-approved settlement agreement. This agreement was reached as a matter of practicality, with no admission of liability or wrongdoing, and limits SGC's future liability for potential environmental claims. Funds agreed in the settlement will go toward further efforts to improve water quality rather than protracted potential litigation. SGC has invested approximately \$40 million on numerous reclamation and remediation projects over 30 years as a responsible neighbour and active member of the Animas River Stakeholders Group. For more detail see [Kinross' Annual Information Form](#) (December 31, 2021) (pages 87-88).

## Tasiast, Mauritania

### ASM activity

Artisanal and small-scale mining (ASM), which began in the area around Tasiast in 2016, continued during 2021. The State Mining company, Maaden, continued its work in the local area to regulate ASM activity and develop infrastructure. Our security management system is consistent with the Voluntary Principles on Security and Human Rights. Over the course of 2021, on average about 55 individuals were detected inside the Tasiast fenced areas on a daily basis. Kinross' approach has been continued engagement with authorities and local communities regarding ASM, focusing on protecting people and assets and managing impacts.

## Chirano, Ghana

### Land compensation for farmers

Over the years, Chirano has endeavoured to compensate farmers for lands used by mining in a fair and transparent manner. Original compensation was made based upon an agreement signed with the Community Consultative Committee in 2007. Subsequently (and prior to Kinross' involvement in the project) a group of farmers filed a lawsuit claiming that the method used to calculate compensation was not correct. Working within the Ghanaian legal system, Kinross was able to resolve the bulk of the claims in 2014, and all but eight cases were resolved in 2017. Other claims, relating to compensation paid prior to Kinross' involvement, were filed by groups of farmers in 2015 and 2018.

Kinross resolved these cases and paid top-up compensation to those with valid claims. Chirano paid a total amount of \$8.8 million in land compensation from 2004 through the end of 2020, including both original compensation and subsequent top-up payments. 2,272 acres have been compensated of which 849 acres have received top-up payments related to compensation claims from the period prior to Kinross ownership. The total area compensated corresponds to approximately 4,600 farmers.

In early 2021, the group of farmers who received top-up payments upon settlement of the claim in 2014 communicated a new claim to Kinross, which appears to be the result of a disagreement between these farmers and their lawyer. Currently, the remaining eight farmers have agreed to an "Alternative Dispute Resolution Committee (ADR)", approved by the Court, as a means of applying a collaborative, dialogue-focused approach to resolving outstanding land issues. The Committee is composed of farmers' representatives, traditional authorities, youth groups, the Company, and the municipal assembly. Terms of reference were agreed and the committee met on December 10, 2021 for its first meeting. The Committee held a series of meetings with the farmers and their representatives, as well as lawyers for the farmers and the Company in Q1 2022. The parties within the ADR agreed to out of court mediation and are working towards a final settlement.

### Local business and employment

Chirano is an important contributor to the local economy, with more than 40% of direct and indirect employment coming from the catchment area, as well as using at least 50 local businesses. Expectations have grown for increased access to larger procurement contracts and for promotion of local employees within the organization. Petitions were sent to the Company by local youth groups, with the support of elected and traditional authorities, and a short protest was held at the mine entrance in March 2021. The mine improved the transparency of its local procurement process, including setting up a website for bid packages, and defined an internal protocol to ensure strong governance. This protocol involves multiple internal functions including Legal, Compliance, Community Relations, and Supply Chain with the objective of ensuring a cross-section of internal support to Supply Chain in the process of awarding contracts to local businesses. The goal is to ensure that these are awarded in compliance with Company policy and provide a fair distribution of benefits across the catchment area. These changes were accompanied by supplier training workshops and other local engagement to ensure full awareness of service opportunities. The mine has awarded contracts for various camp services and is evaluating bids for larger value contracts for mining and fuel services. Regarding local employment, the mine has communicated the new positions and functions of local employees.

# Engaging Downstream Communities at Paracatu

**In May 2021, the emergency sirens at Paracatu's dams were inadvertently activated due to a siren system failure, without a corresponding emergency. While every effort was made by the Company's community relations and dam safety teams to quickly communicate the situation to the communities downstream of the tailings facilities, the incident caused understandable concern to local stakeholders.**

We conducted an extensive engagement plan with affected stakeholders, to listen to their concerns and take on board lessons to improve how we manage and respond to unplanned events of this nature.

To strengthen its relationship with these local communities in the wake of the incident, Kinross Paracatu conducted a systematic dialogue process with the assistance of social workers, which involved almost 50 days of face-to-face hearings and dialogue. During this period, the mine organized specific visits, outside of the normal mine visit program, to the Santo Antonio and Eustaquio dams, so that the residents could become more familiar with the operations and address any of their concerns.

The mine's community relations and dam safety teams held seven specific community meetings regarding tailings dam emergency drills, in addition to the door-to-door engagements conducted in the three communities downstream of the facilities, successfully engaging with 80% of residents (272 homes and 816 individuals). These activities resulted in a participation rate of more than 30% in simulated drill exercises.

As a result of recent dam accidents in Brazil, new legislation has mandated that companies with tailings dams hold annual emergency drills with downstream communities.

In the month following the drills, the community relations team returned to the field with a door-to-door engagement campaign and spent more than 200 hours engaging with local communities.

As a result of community feedback, Paracatu has created improved communications channels (e.g., WhatsApp groups) with communities and community leaders regarding siren maintenance and monitoring, as well as updates on rainfall and safety conditions of the tailings facilities.

While unfortunate, this event provided an opportunity for Kinross to strengthen and improve our relationships and engagement with local communities, always focusing on people, trust, transparency, and safety.



*Members of the local Paracatu community attend one of the Paracatu mine's community consultations.*

# Make a Positive Contribution

Wealth generated from our mining activities helps reduce poverty, contributes to meaningful livelihoods, sustains strong communities and contributes to improving well-being wherever we operate.

Our mining activities generate value for our investors, our employees, and host communities.



▶ **99%**  
Approximately 99% of Kinross' total workforce and 92% of management roles are from within host countries, both record highs for the Company.

<b>Employment</b>	<b>71</b>
Inclusion and Diversity	73
Talent and Learning	77
Equal Remuneration	77
<b>Generating Value</b>	<b>79</b>
Local Benefit and Community Development	79
Local Employment	81
Local Procurement	84
<b>Community Development</b>	<b>85</b>



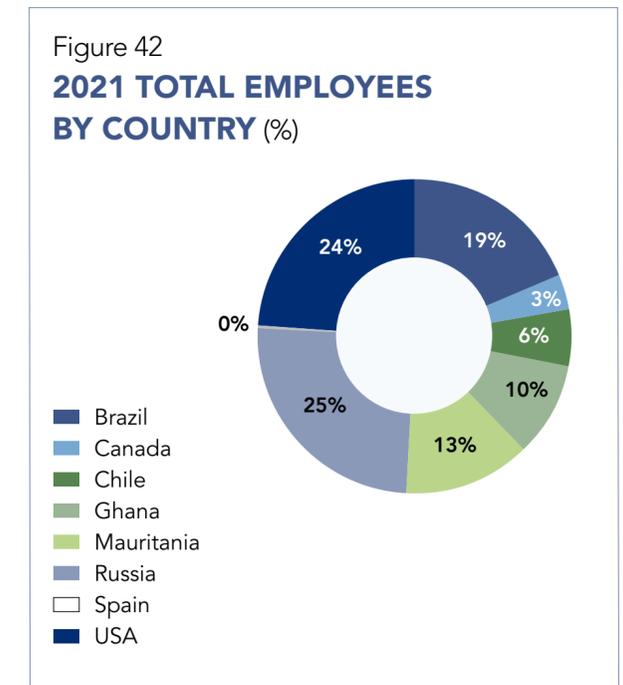
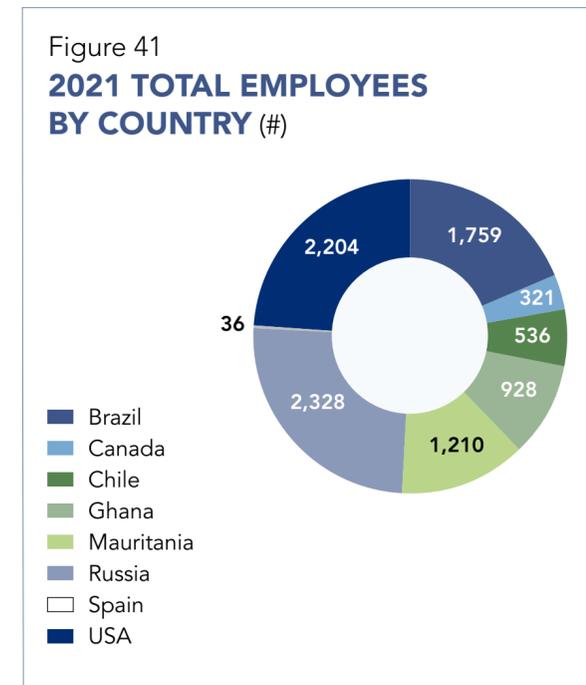
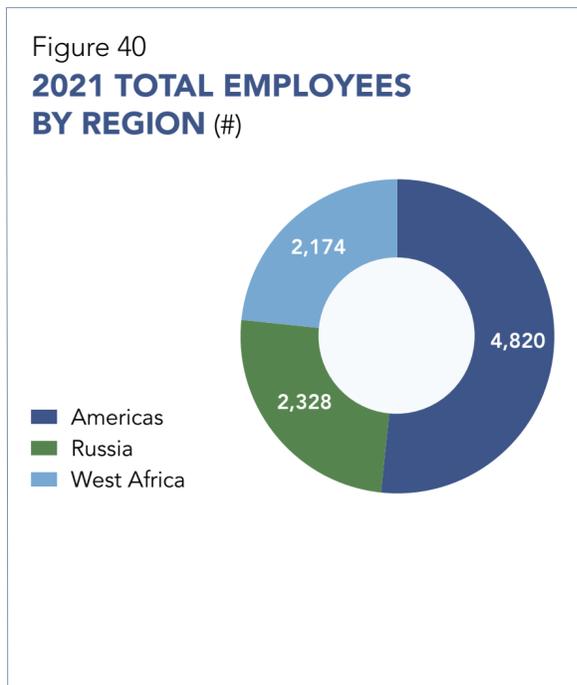
# Make a Positive Contribution

## EMPLOYMENT

Our commitment to a safe, healthy and engaging workplace is a cornerstone of Kinross culture and at the heart of our core value – “Putting people first.” This means protecting the health and well-being of our people, fostering a respectful, inclusive and diverse workplace, and providing them with opportunities for development and personal growth.

Faced with the ongoing challenges of the global pandemic throughout 2021, and as pandemic conditions varied from site to site, we took a flexible approach to adapting our workplaces to ensure that our protection of and support for our people aligned with public health measures and best practices. We also made progress across our strategic priorities of inclusion and diversity and talent development. We also engaged our leaders and employees in an exploration of Kinross values and culture and sought out their perspectives on a range of topics at our sites. We maintained employment levels in 2021 and completed the year with no pandemic-related furloughs or layoffs. See Table 13 for a detailed breakdown of our 2021 workforce by employment type. Our overall results include:

- **Grew our workforce to 9,322 in 2021** up from 8,951 in 2020 to support Kinross’ growth strategy, with a strong focus on building a skilled and experienced workforce at La Coipa.
- By region, just under 50% of our employees were in the Americas region (Figure 40), while by country, Russia accounted for the largest at 25% (Figures 41 and 42).



**TABLE 13: Total Employees by Employment Type**

	Americas		Russia		West Africa		Total		Total Workforce
	Male	Female	Male	Female	Male	Female	Male	Female	
Vice President and above	37	6	5	2	5	1	47	9	56
Director	81	19	27	6	21	5	129	30	159
Staff	812	339	39	170	539	82	1,390	591	1,981
Operator	3,175	344	1,541	37	1,452	64	6,168	445	6,613
Part Time	1	2	0	0	0	0	1	2	3
Temporary	3	1	439	62	4	1	446	64	510
<b>Total</b>	<b>4,109</b>	<b>711</b>	<b>2,051</b>	<b>277</b>	<b>2,021</b>	<b>153</b>	<b>8,181</b>	<b>1,141</b>	<b>9,322</b>

**ANALYST CORNER:  
HUMAN CAPITAL DEVELOPMENT**

Read [Management Approach](#)

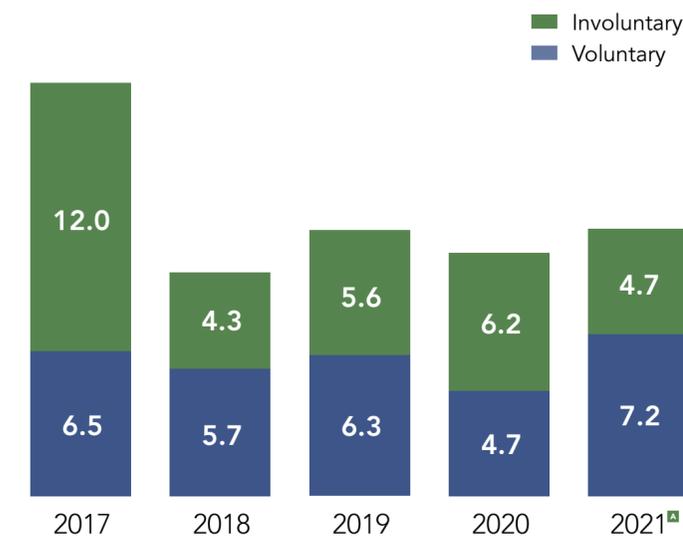
GRI 102, 401, 402, 404, 405, MM4  
RGMP Principle 6 SASB  
SDG 3, 4, 5, 8  
UNGC Principle 1, 2, 3, 4, 5, 6

[Data Tables](#)



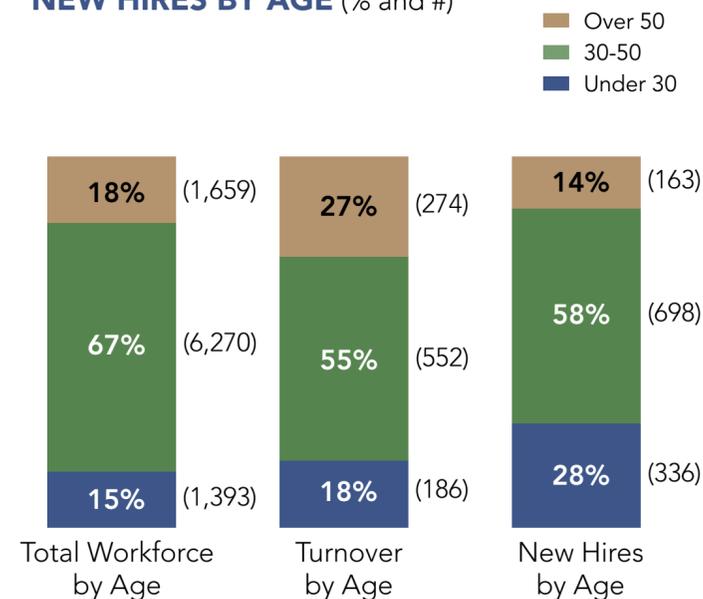
- **Reported a total turnover rate of 11.9% in 2021, in line with pre-pandemic levels**, up slightly from 10.9% in 2020 (Figure 43). Turnover is an important metric for us, in particular voluntary turnover which reflects our ability to retain employees across our sites and offices. As pandemic conditions eased throughout the year, employee mobility returned contributing to an increase in voluntary turnover to 7.2% in 2021 from a record low of 4.7% in 2020. Involuntary turnover was 4.7% in 2021, the lowest level since 2018. Fifty-five percent of turnover was in the 30 to 50 year age group, slightly below representation of this demographic in the workforce (67%). Turnover in the over 50 age group was 27%, compared with 18% of the workforce in this age group (Figure 44).
- **Increased the percentage of internal hires in 2021 to 7.4%** from 5.4% in 2020. Following the cessation of mining operations at Dvoinoye in 2020, work has been ongoing to encourage former Dvoinoye employees to consider job opportunities within Kinross’ Russia region, including at our Udinsk development project. In 2021, 90 Dvoinoye employees were relocated successfully to other sites, including 17 to Udinsk, continuing their employment with Kinross. Employee mobility across Kinross’ sites and offices in Russia has played an important role in building a skilled and experienced 148-person employee workforce at Udinsk, with only 17 new hires. Fifty-eight percent of new hires were from the 30 to 50 year age group (Figure 44).

Figure 43  
**FIVE-YEAR EMPLOYEE TURNOVER RATE (%)**



<sup>a</sup> In 2018, we revised our turnover methodology to exclude all fixed-term contracts and temporary summer students.

Figure 44  
**TOTAL WORKFORCE, TURNOVER AND NEW HIRES BY AGE (% and #)**



**REAFFIRMING OUR VALUE-DRIVEN CULTURE**

Kinross’ four core values have been at the centre of our culture and connected our people globally since they were introduced in 2007. Each value, **putting people first, outstanding corporate citizenship, high performance culture, rigorous financial discipline**, has provided us with a shared understanding of our behaviours and aspirations, unifying our people across regional, national and cultural differences and supporting our business strategy. Every year, we celebrate our values, through LOVA (known as our Living Our Values Awards) by recognizing those employees whose actions and contributions to Kinross and to society exemplify each Kinross value.

As we started to look beyond the pandemic and Kinross’ path forward, we “checked-in” with our people in 2021 to make sure that Kinross values were still meaningful and fundamental to our culture in today’s world. The consultations were managed centrally to ensure consistency of interview approach. We conducted a company-wide consultation through focus groups covering 100% of our sites and offices. The findings reaffirmed that our values remain universally important across our workforce and continue to be at the heart of Kinross culture. However, an opportunity was presented to better define and develop a simpler, common language to align our behaviours and underpin our culture across the organization. Action plans to support this program and further embed our values are underway.

Employees were also consulted on a range of topics at the site level in 2021. Employee surveys were conducted at six sites, representing approximately 65% of our workforce, including: Fort Knox (employee engagement), Bald Mountain (safety), Round Mountain (safety), Tasiast (employee engagement), Chirano (global wellness survey) and Paracatu (I&D). Given the range of survey topics and differing methodologies, however, the results cannot be aggregated.



### Inclusion and Diversity

We made strides in advancing our Inclusion and Diversity (I&D) strategy in 2021 across all four pillars: employee support, strategy and policy, shaping culture and building leadership awareness. Growing out of Kinross' commitments as part of Canada's BlackNorth Initiative, we established a Global I&D Council (GIDC) to strengthen governance and oversight of our I&D strategy. The Council met four times in 2021 and is developing an action plan for 2022 to drive strategy beyond gender and strengthen the representation of all racial, ethnic, religious, and LGBTQ+ communities across our workforce. In other areas of I&D performance, we:

- Maintained the percentage of women across our total workforce at 12% in 2021, despite the added burden of the COVID-19 pandemic on employees with traditional caregiver responsibilities (Figure 45).
- Continued to meet our Board diversity target of 33% women in 2021 (Figure 46), including one woman director who self-identifies as an Indigenous person. Across all levels of management, 19% of positions were held by women in 2021, up from 17% five years ago in 2017. The percentage of women in senior management positions declined slightly to 15% in 2021, from 16% in 2017. Of our three regions, the Americas had the highest percentage of women at 15% (Figure 47).
- In 2021, 607 women held revenue generating roles, up from 579 in 2020, continuing the steady increase since 2018 (Figure 48).

#### INCLUSION AND DIVERSITY PILLARS



EMPLOYEE SUPPORT



STRATEGY AND POLICY



SHAPING CULTURE



BUILDING LEADERSHIP AWARENESS

Figure 45  
FIVE-YEAR GENDER REPRESENTATION (%)

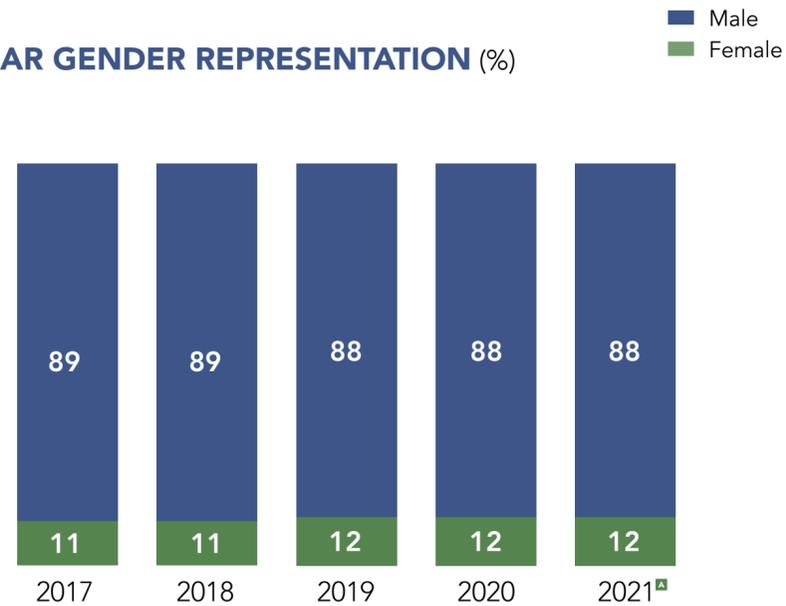
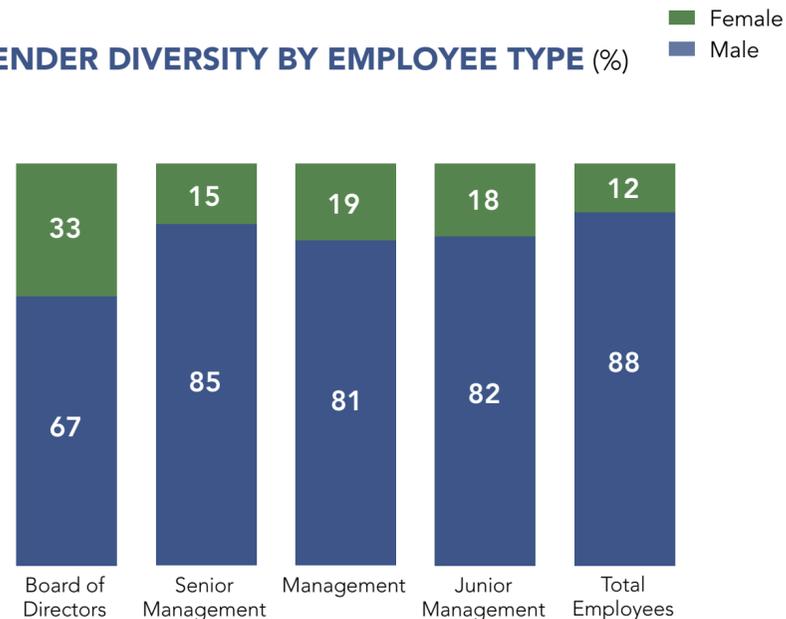


Figure 46  
2021 GENDER DIVERSITY BY EMPLOYEE TYPE (%)



#### ANALYST CORNER: INCLUSION AND DIVERSITY

Read [Management Approach](#)

GRI 405  
RGMP Principle 1, 6  
UNGC Principle 6

SASB  
SDG 5



[Data Tables](#)

- **Completed the first year of our Women’s Peer Networking Program in 2021.** Launched in late 2020, the Program connected over 40 women from across Kinross sites and offices through shared experiences and mentorship providing holistic insight into diverse functions at the Company and the global mining industry. The final session brought together the internal participants and Kinross’ three female Board members, Catherine McLeod-Seltzer, Ave Lethbridge, and Elizabeth McGregor. A second cohort began in fall 2021.
- **Advanced our program of I&D training across the organization,** including courses on unconscious bias for site General Managers and their direct reports, and VP-level and above employees, including topics on inclusive leadership, and gender awareness. We also held specific mandatory training on *Inclusive Hiring for Hiring Managers* in 2021, which will enable us to further enhance BIPOC representation of the corporate summer student workforce, already at 45% representation from BIPOC communities in 2021, exceeding our BlackNorth target of 5%.
- **Delivered a series of events and webinars to connect our employees across differences and foster belonging.** We supported our employees by celebrating cultural, religious and gender diversity across the Company such as Black History Month, Pride Month, and International Women’s Day, and holding sessions on Cultural Diversity Watch Party, Religious Inclusion and Diversity, and Physical Disability. Examples include:
  - Launching an Industrial Learning Program for women in Paracatu
  - Successfully completing the inaugural year of the global Women’s Peer Networking Program
  - Donating a maternity clinic to a local community in Ghana
  - Opening a space at Tasiast for female employees to connect
  - Featuring five women of Kinross for International Women’s Day as they share advice for women in mining
  - Celebrating ‘Pink Day’ to raise awareness for breast cancer
- Continued to advance I&D across our regions through programs tailored to address specific contexts. See [Enhancing Employment Outreach in Southern Nevada](#).



Female employees at La Coipa celebrating International Women’s Day.

Figure 47  
**2021 GENDER DIVERSITY  
BY REGION (%)**

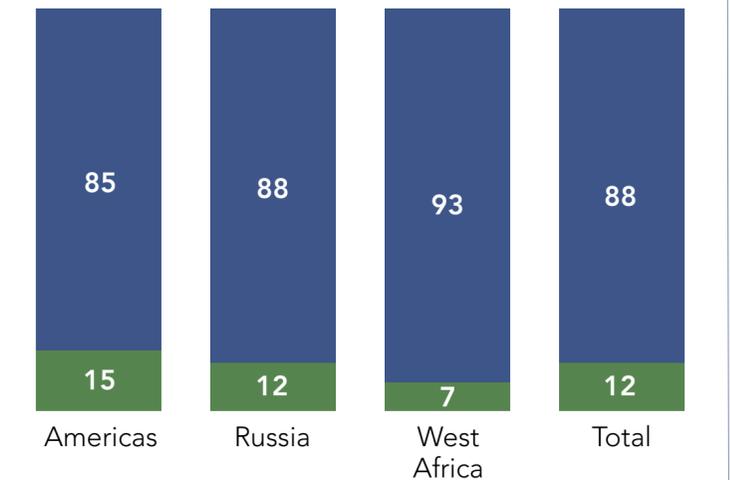
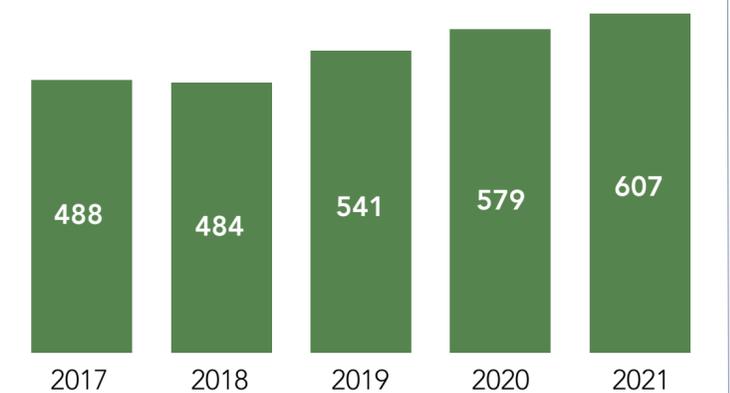


Figure 48  
**FIVE-YEAR WOMEN IN REVENUE  
GENERATING POSITIONS**



# Enhancing Employment Outreach in Southern Nevada

**Kinross Nevada will continue outreach to underserved communities to demonstrate the opportunities that mining in Nevada has to offer them.**

**In 2021, Nevadans saw a rise in employment insecurity due to the COVID-19 pandemic, and Kinross Nevada identified an opportunity to expand its recruitment outreach in response.**

In October 2021, the Round Mountain team partnered with Nevada Partners, Nevada Careers, and the Nevada Mining Association and held a hiring seminar targeting job seekers from Westside, an underserved community in Las Vegas. The initiative, called Mining for Talent Las Vegas, aimed to reach an audience which in general is less familiar with mining career opportunities available in rural Nevada, despite having the necessary skills. Nevada Partners was established in the late 1990s after the Los Angeles riots, when similar civil unrest was happening in Las Vegas, primarily in the Westside area. They are advocates for underserved communities that deserve the opportunities that mining in Nevada has to offer.

As part of the initiative, candidates were brought from Las Vegas to Round Mountain for a site tour, most of whom had never been to rural Nevada.

Round Mountain hired 11 new miners from the first Mining for Talent Las Vegas event. To help integrate them into mining and rural Nevada living, the operation also provided these new employees with free housing for six months.

In 2022, Round Mountain will continue its recruitment program in Southern Nevada, together with Kinross' Bald Mountain operation, to strengthen outreach, multiply opportunities and enhance inclusion and diversity. The emphasis will remain on targeting underserved communities, and hiring skilled tradespeople, as well as providing opportunities to veterans.



New hires at Round Mountain.

## 2021 Inclusion and Diversity Initiatives

We continued to advance I&D across our corporate office, regions and sites through programs to support our corporate wide strategy and to address the specific I&D contexts at the site level. Table 14 provides an overview of key initiatives.

**TABLE 14: Key I&D initiatives across Kinross sites**

 <p><b>Employee Support</b></p>	 <p><b>Strategy and Policy</b></p>	 <p><b>Shaping Culture</b></p>	 <p><b>Building Leadership and Awareness</b></p>
<p><b>Global webinars and events intended to support and foster belonging – Connecting Across Differences</b></p> <ul style="list-style-type: none"> <li>• Black History Month</li> <li>• International Women’s Day</li> <li>• Cultural Diversity Watch Party</li> <li>• Pride Month</li> <li>• Religious Inclusion &amp; Diversity</li> <li>• Indigenous Awareness Training</li> <li>• Monthly communications and themed resources on KU</li> <li>• Physical Disability</li> </ul> <p><b>Site-specific</b></p> <ul style="list-style-type: none"> <li>• International Indigenous Peoples Day – Northern All-around Competition (Kupol)</li> <li>• Appropriate PPE for women (Round)</li> <li>• Apprenticeship program (Chile)</li> <li>• Inclusion Awareness training for operators (Chile)</li> </ul>	<p><b>Expanding I&amp;D beyond gender</b></p> <ul style="list-style-type: none"> <li>• GIDC Launch – held 4 meetings</li> <li>• Recruitment process review for BIPOC Summer Intern hiring</li> </ul> <p><b>Site-specific</b></p> <ul style="list-style-type: none"> <li>• Region I&amp;D work group (Africa)</li> <li>• Employee Survey (Tasiast)</li> <li>• Champion I&amp;D KPI in 4PP (Africa region)</li> <li>• Consultations on workplace schedules to correlate with child care needs (Fort Knox)</li> <li>• Survey of women to develop I&amp;D action plan (Round Mountain)</li> <li>• I&amp;D perception survey (Paracatu)</li> <li>• Establish I&amp;D Site and I&amp;D Minority discussion committees (Paracatu)</li> <li>• I&amp;D guide for all employees (Paracatu)</li> <li>• I&amp;D inductions for all new employees (Chile)</li> <li>• Renewed commitment to Women and Mining Roundtables (Chile)</li> </ul>	<p><b>Inclusion: Foster belonging, create an atmosphere that supports people</b></p> <ul style="list-style-type: none"> <li>• Women’s Peer Networking Group</li> <li>• Global Wellbeing and I&amp;D Survey</li> <li>• Mental Health training for Employees and Leaders</li> </ul> <p><b>Site-specific</b></p> <ul style="list-style-type: none"> <li>• Cultural sensitivity training for foreign nationals (Tasiast)</li> <li>• Religious inclusion initiatives</li> <li>• Action group for work conditions for women (Tasiast)</li> <li>• Review of hiring/promotion policies at Manh Choh (Fort Knox)</li> <li>• Weekly I&amp;D shares and assignments at managers’ meeting (Round Mountain)</li> <li>• “More Females Winning” monthly meeting for professional skill building and networking (Round Mountain)</li> <li>• Specialized Resourcing and Selection to attract women</li> <li>• Industrial maintenance training for women (Paracatu)</li> <li>• Hiring without age bias (Chile)</li> <li>• Working with Communities to hire local groups (Chile)</li> </ul>	<p><b>Building awareness: Align and engage Leaders on Kinross data and strategy, and equip them with talking points and actions</b></p> <ul style="list-style-type: none"> <li>• Supervisor Boot Camp I&amp;D module added</li> <li>• Unconscious Bias and Inclusive Leadership training</li> <li>• Inclusive Hiring for Hiring Managers training</li> <li>• Gender Awareness Training</li> </ul> <p><b>Site-specific</b></p> <ul style="list-style-type: none"> <li>• Women in Leadership – training for women in leadership positions to help them be effective in current roles and further build their careers (Russia)</li> <li>• Respectful Workplace training for all employees (Bald Mountain)</li> <li>• Leadership training and awareness (Paracatu)</li> <li>• Leading Diverse teams workshop (Chile)</li> </ul>

## Talent and Learning

Ensuring that our employees have opportunities for growth and development is a Kinross priority. We use Kinross University (KU), our online Learning Management System, with its comprehensive and expanding platform of training tools and courses in combination with in-person learning, to deliver and track training and development across our global workforce.

As the COVID-19 pandemic continued to present barriers to face-to-face study in 2021, we added more content to KU to boost access to learning and broaden the range of content while protecting the health of our people. Leadership training to equip our leaders and fine tune the skills needed to support and engage remote and hybrid teams continued to be an area of development.

During the year, we also focused on leadership training programs dedicated to the mental health of our people, providing our leaders with the tools they need to recognize the signs of mental health issues, as well as providing mental health training for Kinross' human resources teams and helping build employee awareness around the topic. Among our talent and learning performance and results, we:

- Delivered a continued high level of employee on-site training through over 290,000 hours, an average of 42 hours of training per employee in 2021, compared to 49 hours per employee in 2020.
- Supported a broad range of additional training such as eCornell Certification Courses (45 participants logged 1,500 hours of training), 144 sessions of Lingo Leaders coaching for 10 regionally based employees, and 180 hours of one-on-one coaching; and eight corporate Leadership Webinars for people leaders, totalling 684 hours of training.
- Completed performance appraisals for all eligible employees representing 43% of our workforce.
- Placed internal candidates into 7.4% of open positions, the highest level in three years by encouraging employee mobility and supporting employee access to new development opportunities.
- Concluded our first full year of delivering Compliance program training and Core Policies, Cybersecurity, Avoiding Bribery and Corruption in the Global Business Environment, and HRAVP management training via KU.
- Delivered an extensive program of I&D training through virtual webinars and events with approximately 1,400 participants globally.
- Rolled out Supply Chain Policy training module via KU, shifting the focus from in-person training, and achieved a 91.5% completion rate .

- Developed a Return to Office (RTO) "toolkit" to provide employees with practical tips to support corporate office employees at they prepared to RTO



### ANALYST CORNER: TRAINING AND DEVELOPMENT

[Read Management Approach](#)



GRI 404    SDG 4, 8

[Data Tables](#)



## Equal Remuneration

We are committed to equal pay for equal responsibility. Each year we assess our performance, comparing the average annual salary for all female employees in each region to the average annual salary for male employees, expressed as a ratio (female average salary/male average salary). We also carry out this analysis by different employment categories. Our 2021 results, which are consistent with prior years, demonstrate:

- Average base salaries were higher for woman than men across all three regions and for Kinross as a whole (Figure 49). This is related to the greater number of men in operator positions and skilled trades roles, which have a different remuneration structure from executive, management, technical, and professional and administrative roles held in greater proportion by women.
- Men and women at Kinross with comparable positions receive salaries that are generally aligned, with minimal differences (evaluating salaries within each market where we have operations) between men and women, demonstrating both groups are compensated equitably and competitively within the local market.
- For management level employees, and above, salaries are higher for men than women, reflecting the continuing higher numbers of men in more senior management and executive roles than women (senior management female/male ratio 0.87 and management 0.94) (Figure 50).
- Average non-management salaries continued to be generally higher for women than men in most regions in 2021 (female/male ratio 1.33) (Figure 50).

Figure 49  
**2021 RATIO OF BASE SALARY BY GENDER AND REGION** (All employees) (ratio female/male)

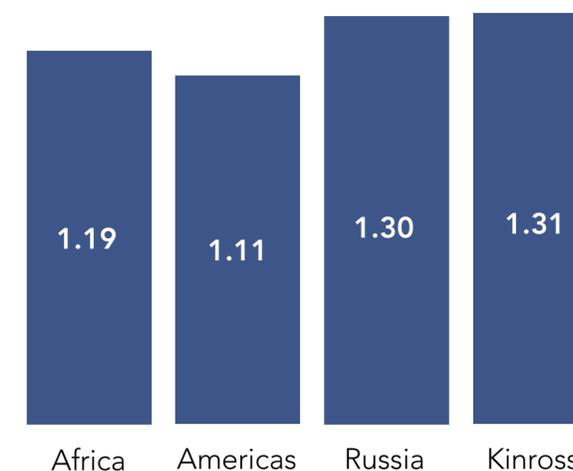
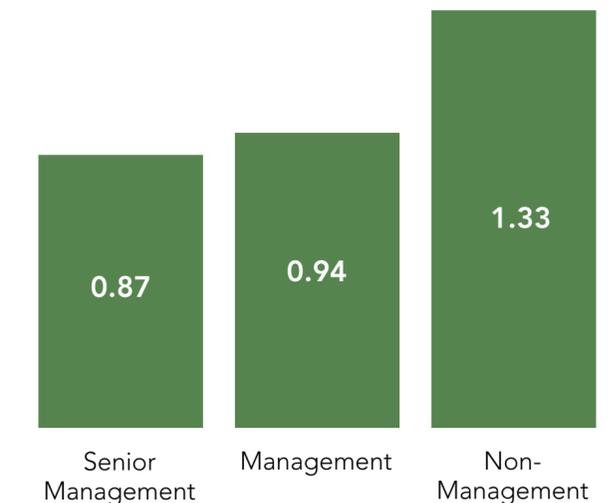


Figure 50  
**2021 RATIO OF BASE SALARY BY GENDER AND CATEGORY** (All employees) (ratio female/male)





### FUTURE FOCUS

We will continue to embed our values across the organization and help all of our people, regardless of job function, understand what each Kinross value means to them. The GIDC will continue its development of our I&D strategy, which recognizes the unique characteristics and contexts of our sites and aligns with Kinross' ESG strategy. As part of the GIDC's action plan, we will be improving and enhancing data collection, including gathering broader demographic data by providing opportunities for employee self-disclosure.

In collaboration with security and health and safety teams, we will also be expanding cross-cultural awareness training and our program of equity training on key topics of anti-racism, as well as gender and age discrimination. Ongoing training on unconscious bias and inclusive hiring will continue. At our corporate office, we are planning a pilot program on eliminating biases in job descriptions to attract a wider pool of candidates.

KU will remain the cornerstone of our learning management system as we look to leverage this robust training tool to develop our people and improve our training and development analytics and reporting. We will continue to support our colleagues and strengthen our commitment to #BreakTheBias, which is the International Women's Day theme for 2022.



## GENERATING VALUE

### Local Benefit and Community Development

Our strategy for delivering value is based on our core principles of operational excellence, financial discipline and responsible mining, with the goal of generating long-term value for our shareholders and contributing to the well-being of our host communities. Through local job creation, providing access to business and economic opportunities for local communities, and taxes paid, the benefit footprint from our mining activities contributes to the socio-economic development of the jurisdictions in which we operate. Our benefit footprint, which is broken down by local, regional and host country categories, has been a key performance measure of Kinross' contribution for over ten years (see Table 15 and Figure 51).

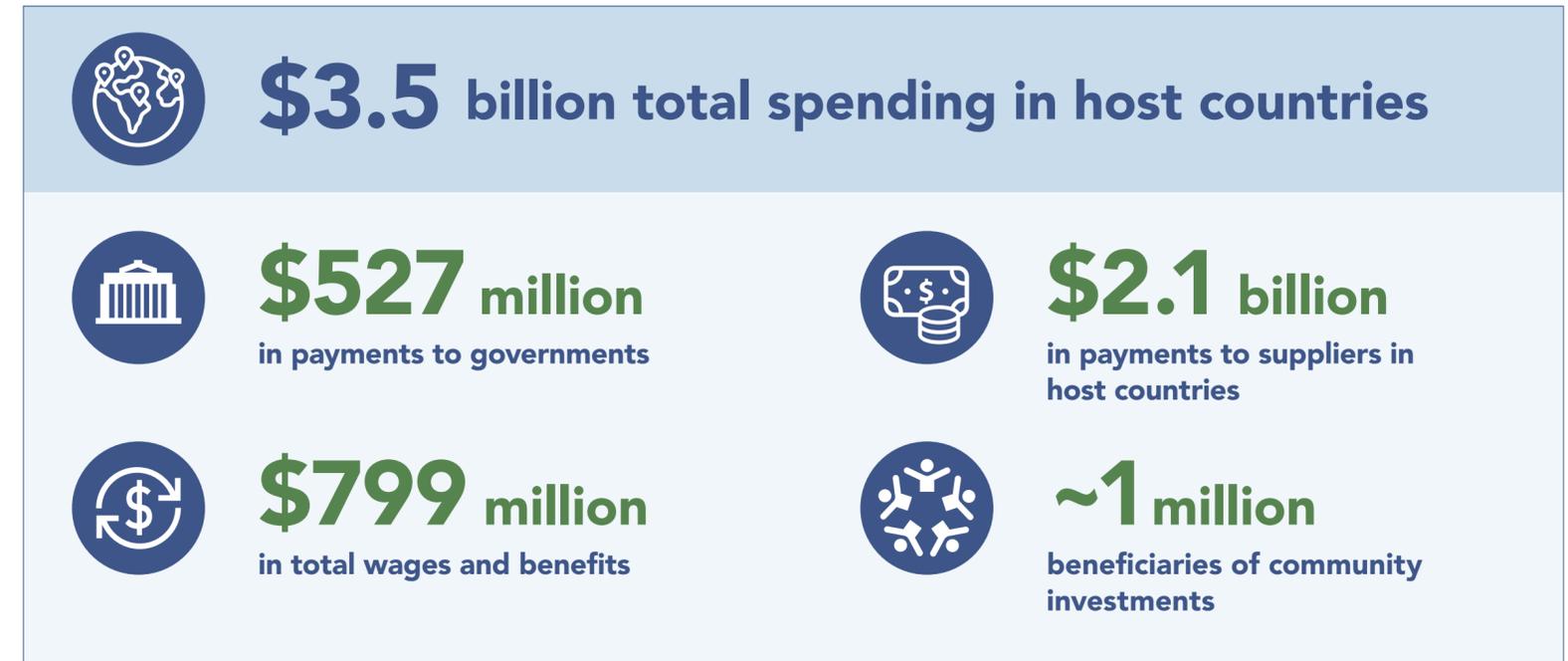
**Table 15: 2021 Economic Value Distributed and Retained** (\$ millions, as of December 31, 2021)

	Revenue	Payments to Governments				In-Country Suppliers	In-Country Employee Wages <sup>2</sup>	Community	Out-of-Country Suppliers	Economic Value Retained <sup>4</sup>
		Royalties & Fees	Income & Corporate Tax	Duties, Other	Total to Governments					
Brazil	987.9	15.3	129.8	16.3	161.4	484.7	45.2	0.4	75.2	221.0
Chile	5.0	0.2	3.0	1.6	4.8	147.0	22.0	1.4	2.6	-172.8
Ghana	267.0	13.9	6.8	10.1	30.8	176.2	47.0	0.7	23.1	-10.8
Mauritania	314.7	41.9	3.6	22.2	67.7	184.8	53.5	0.8	241.3	-233.4
Russia	862.8	44.8	150.9	7.2	202.9 <sup>1</sup>	231.2	91.9	1.2	39.2	296.4
USA	1,292.0	5.1	47.6	2.4	55.1	816.8	336.2	1.0	11.7	71.2
Corporate	0.0	0.5	3.4	0.8	4.7	78.9	203.1 <sup>3</sup>	1.0	31.1	-318.8
<b>Total</b>	<b>3,729.4</b>	<b>121.7</b>	<b>345.1</b>	<b>60.6</b>	<b>527.4</b>	<b>2,119.6</b>	<b>798.9</b>	<b>6.5</b>	<b>424.2</b>	<b>-147.2</b>

1) Received \$2.2 million in tax relief and credits. 2) Wages include gross salaries and benefits paid to government institutions on behalf of employees, including pensions, insurance, payroll taxes and private health, as well as other employee support. 3) Corporate wages include expatriate wages of \$52.3 million. 4) Refers to the economic value retained by the Corporation and for each country is the net of revenue less payments to governments, employees, and suppliers and for community investments.

### 2021 Benefit Footprint

OUR BENEFIT FOOTPRINT SUMMARIZES THE VALUE WE CREATE IN HOST COUNTRIES.



In 2021, we contributed over \$3.0 billion through payments to governments, procurement, wages and benefits and community investments in operating jurisdictions. In 2021, we also paid \$349.3 million to providers of capital, with Kinross returning more than \$250 million in capital to shareholders consisting of \$151.1 million in dividends and, as part of our share buyback program, \$100.2 million for the repurchase and cancellation of 17.6 million common shares. We also paid \$98.0 million in interest.

For a detailed account of Kinross' 2021 financial and operational performance, see our [2021 Annual Report](#), including our audited financial statements.

#### ANALYST CORNER: GENERATING VALUE

Read [Management Approach](#)

GRI 201, 202, 203, 204

SDG 1, 8

RGMP Principle 1, 3, 7

[Data Tables](#)



Our 2021 results include:

- Of our total 2021 benefit footprint, 65% was spent on procurement, 21% on wages and benefits, and 14% on payments to governments; the benefit footprint was distributed as follows: 25% in local communities, 15% in regions, and 42% elsewhere in host countries (Figure 51).
- In countries hosting our operations, contributed over \$2 billion of in-country spending on goods and services representing 84% of total procurement spend in these countries, from approximately 6,100 suppliers.
- Our top 50 suppliers accounted for about 55% of total procurement spend, similar to 2019 and 2020, and our top 250 suppliers accounted for about 80% of total procurement spend.
- Paid \$527 million in taxes, royalties and related payments to governments in host jurisdictions, including Canada.
- Provided \$596 million in wages and benefits to employees in host countries with operations and projects, representing 75% of total wages and benefits paid of \$799 million.

- Spent \$8.0 million in host countries on community investments and donations, both cash and in-kind, leveraging the larger benefit of creating local jobs and supporting business. Including corporate and third-party donations, our total community investments and donations in 2021 were \$9.0 million. Read more in [Community Development](#).
- Since 2010, our in-country benefit has an average distribution of 13% payments to governments, 16% employee wages and benefits, 71% goods and services, and 0.2% community investments (Figure 52). Our cumulative in-country benefit footprint from 2010 to 2021 inclusive is approximately \$40 billion, representing 98% of value generated during this same period.

**FUTURE FOCUS**

We will continue our work to better understand the social impact of our benefit footprint by conducting socioeconomic and perception surveys, and by evaluating our benefit footprint based on standard socioeconomic and human development parameters. Looking ahead, we plan to maintain our goal of a local area benefit footprint of 20% or more of our total benefit footprint, and continuing to contribute to improvements in the well-being of our host communities.

Figure 51  
**OUR 2021 BENEFIT FOOTPRINT**

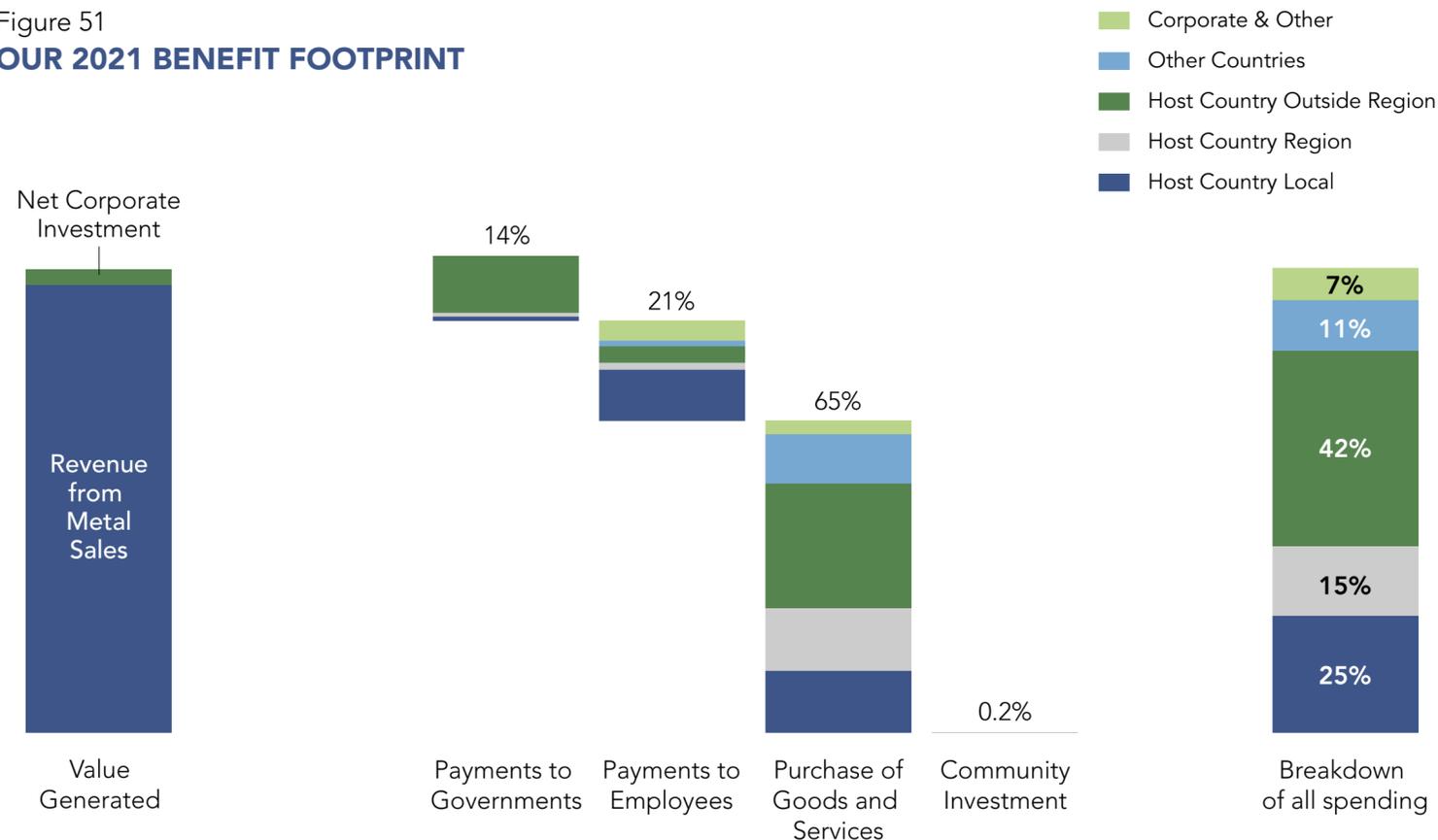
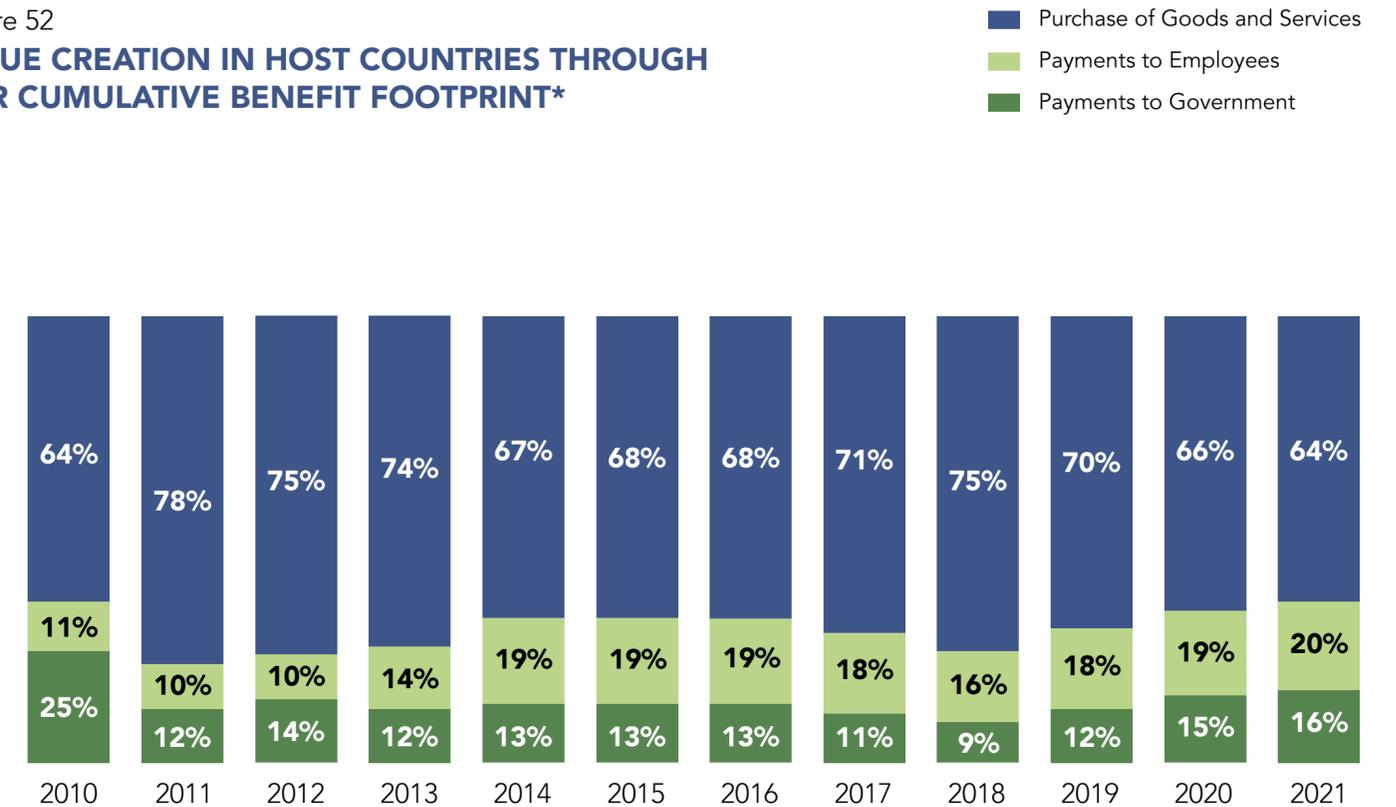


Figure 52  
**VALUE CREATION IN HOST COUNTRIES THROUGH OUR CUMULATIVE BENEFIT FOOTPRINT\***



\* Totals may not be 100% due to rounding and community contributions (average 0.2%) not shown.



### Local Employment

Maximizing opportunities for local employment is an important component of the positive contribution from mining. For Kinross, this means helping the people in our host communities and countries develop the skills they need for employability and ensuring access to employment opportunities in the local area and elsewhere in the host country. All of our operations have established practices that encourage and promote the hiring of local candidates. These practices focus on providing local people, including underemployed groups such as women and Indigenous Peoples, with technical and professional skills training. All of these efforts help create positive socio-economic impacts in the community. Read [Industrial Learning Program for Women in Paracatu](#).

Across our sites through 2021, we maintained or increased the percentage of local employees. Our performance and results include:

- Sustained high levels of in-country employment across our operating jurisdictions. Approximately 99% of Kinross’ total workforce and 92% of management roles are hired from within host countries (Figure 53 and Table 16), both are record highs for the Company.
- In Mauritania, achieved a notable increase in the percentage of management staff from within host country to 69.7% in 2021 compared with 55.8% in 2020 (Table 16).
- Since Kinross assumed operation of Tasiast in 2010, we have increased the local Mauritanian workforce at our mine from 87% to 96.9%. Ongoing investments in local skills training are supporting this effort. Read [Skills Training at Tasiast](#).
- Reported year-over-year growth in the percentage of management staff from within the host country at sites in Chile, Ghana and in Russia.

**ANALYST CORNER: LOCAL EMPLOYMENT** 

Read [Management Approach](#) 

GRI 202 SDG 1, 8  
RGMP Principle 6, 7 UNGC Principle 2, 6

[Data Tables](#) 

#### DIRECTING OUR TAXES TO SOCIAL PROGRAMS

Tax incentive law in Brazil allow companies and individuals to designate a portion of their income tax for social programs. Between 2019 and 2021, we designated approximately 17 million reais (approximately \$3.4 million) to more than 45 programs in the municipality of Paracatu and the Minas Gerais state. These programs included culture and literary arts, youth activities including judo and visual arts, and concerts by the Philharmonic orchestras of Ouro Prieto and Minas Gerais. In 2021, we began funding the development and construction of a Quilombola cultural centre as well as providing support for the regional cancer hospital in Barreto. In addition, we placed a major focus on improving facilities for elderly residents of Paracatu. These funds are all included in the “Payments to Governments” category of our Benefit Footprint.

Figure 53

#### FIVE-YEAR EMPLOYEE LOCAL HIRING IN-COUNTRY

(% of respective group)

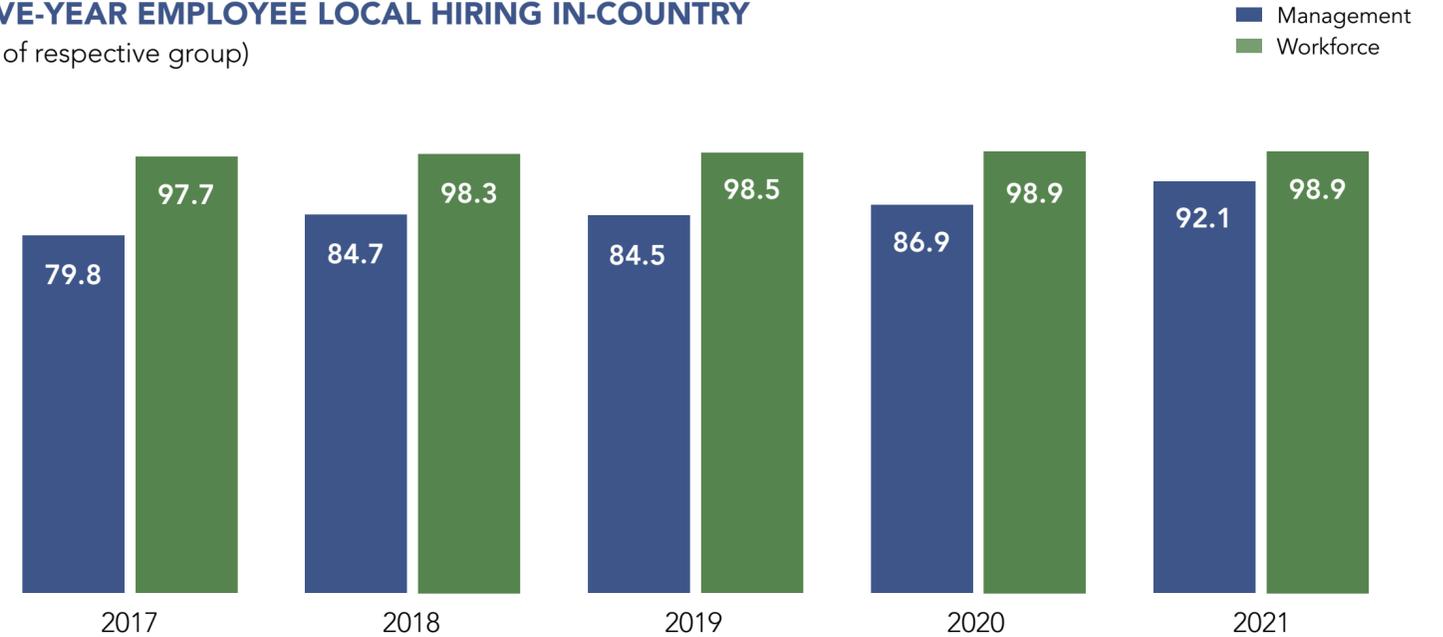


TABLE 16: 2021 Local Employee Hiring By Country

(% of employees who are nationals from the country of operations)

	Management	Workforce
Brazil	98.8	99.8
Chile	98.0	99.6
Ghana	93.5	98.9
Mauritania	69.7	96.9
Russia	91.6	98.4
USA	98.2	99.7
<b>Total</b>	<b>92.1</b>	<b>98.9</b>



**Local compensation**

For all employees, we review local market compensation to ensure that our total remuneration package is fair, competitive and well positioned to attract and retain the best talent. We review living wages in all of our operating countries annually to ensure our employees are paid above a living wage (Table 17). We also regularly review compensation relative to the national or local minimum wage rates in all of our operating jurisdictions.

Our performance and results include:

- All Kinross employees receive more than the minimum wage and living wage in their respective host countries
- Multiples of living wage for lowest base salaries paid across our host countries range from just over one to more than six times
- Living wage data are not available for Mauritania but the lowest base pay is almost seven times the minimum wage in the country.

**TABLE 17: 2021 Average Salary Compared to Minimum Wage and Living Wage<sup>1</sup> by Country**

	Ratio of Average Kinross Base Salaries to Local Minimum Wage	Ratio of Average Kinross Base Salaries to Living Wage
Brazil	1.27	1.06
Canada	1.43	1.03
Chile	2.43	2.03
Ghana	10.76	6.43
Mauritania	6.81	N/A
Russia <sup>1</sup>	3.32	3.12
USA <sup>2</sup>	1.63	1.08

1) Russia represents minimum wage for Far East region. 2) Minimum wage in the U.S. varies depending on the state: Washington is \$13.5 per hour, Nevada is \$8.25 per hour and Alaska is \$9.89 per hour. Value indicated is the average of for different states.



**INDUSTRIAL LEARNING PROGRAM FOR WOMEN IN PARACATU**

As part of Kinross’ commitment to inclusion and diversity, our Brazil team launched the “Industrial Learning Program” in 2021, in partnership with the National Service for Industrial Learning (SENAI), the largest professional learning service in Latin America.

This one-year course is dedicated to developing the technical and professional qualifications of young women and encouraging their interest in the mining industry. The program aims to build a diverse, inclusive mining industry while creating positive social impacts in the community by providing local employment.

Over the course of 12 months, 30 young women are participating in a variety of seminars and workshops to build on their professional skills and experience, furthering their career development and potential future economic opportunities. The courses include health and safety training and the fundamentals of mining operations including geology, mechanics, electricity, and ore processing. In addition, the women received soft skills training. The level of interest in the program from young women participants in the community has exceeded expectations and is a significant step in developing the knowledge and skills of women in Paracatu and increasing diversity in the mining industry overall.

# Tasiast Invests in Vocational Training for Mauritanian Youth

**Youth unemployment is a significant issue in Mauritania (23% in 2020 according to World Bank data), in part due to limited educational and skills-development opportunities.**

In line with Kinross' commitment to fostering local employment and creating economic opportunities in our host countries, 258 youth from the Inchiri and Dakhlet Nouadhibou regions around Tasiast have graduated from a training program conducted in partnership

with Mauritania's School of Technical Education and Vocational Training, Building and Public Works.

This program started in 2019, with the final cohort graduating in March 2022. Topics covered in the program include industrial refrigeration, electrical works, auto mechanics, renewable energy, plumbing and equipment repair. At the final graduation ceremony a representative of the trainees thanked Tasiast "for its endless support for training young

people to help them access the labour market" and requested "the renewal of such training sessions so other young people in so much need can benefit from it."

Some of the trainees were able to do internships at Tasiast in disciplines including geology, vehicle maintenance, engineering, industrial maintenance and material sciences.



Participants in the skills training and internship programs at Tasiast.



### Local Procurement

Our support for local businesses is among the most powerful ways in which Kinross contributes to local community development, especially when combined with effective local procurement strategies.

Across our operations and projects, we purchase a broad range of goods and services from major suppliers, as well as small, local community businesses and co-operatives. Kinross’ site-based local procurement teams work directly with local suppliers, and help them develop the capacity to effectively compete and do business with us, while ensuring that they adhere to our Company-wide standards for ethical conduct, human rights, supplier due diligence, quality, environment, and health and safety.

Our performance and results include:

- **We have consistently met or exceeded our target for in-country procurement spending of 75% to 80%.** In 2021, 84% of our total procurement spend was in our host countries with operations, or 83% including other projects and Corporate. Considering all of Kinross, 20% of procurement spend was in local benefit footprint areas, which is in line with our five-year trend (Figure 54).
- In 2021, we purchased \$500 million of goods and services in the local benefit footprint areas around our mine sites from approximately 700 businesses.
- In our host countries, 5% of our procurement spend – approximately \$125 million – was incurred with 4,880 suppliers, representing an average of \$25,000 per supplier. For small businesses, this is a significant annual spend that demonstrates the positive impact of our procurement across a broad base of suppliers.

**ANALYST CORNER:  
LOCAL PROCUREMENT**

Read [Management Approach](#)

GRI 204, 409      SDG 1, 8  
RGMP Principle 3, 6, 7

[Data Tables](#)

### Supply Chain Due Diligence at Tasiast

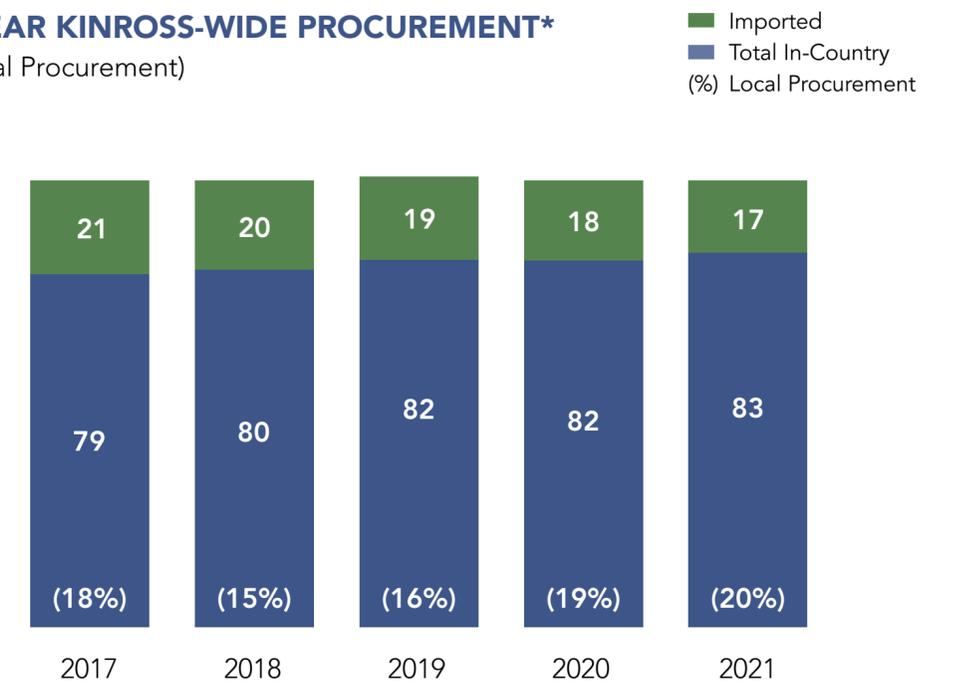
During 2021, 1,333 suppliers were assessed through our due diligence system, including both local and international suppliers. At the end of 2020, 47 of our suppliers were classified as high risk, from the forced labour perspective but by the end of 2021, that had declined progressively through the year to zero. While health restrictions prohibited in-person training sessions, all 368 active suppliers responded to an email from Tasiast on forced labour, with a signed acknowledgment form. This represents 100% of active suppliers which have signed this form. Zero cases of non-conformance of forced labour incidents, and of grievances related to forced labour, were reported during the year. Hence, no corrective actions were necessary. No legislative or policy changes were made in Mauritania on this matter during the year. All new suppliers are required to complete training and sign the forced labour form in order to register with Tasiast as a supplier.

Table 18: 2021 Site-Level Procurement<sup>1</sup> (% of total procurement)

	Local <sup>2</sup>	Total In-Country	Imported
Brazil	9	87	13
Chile <sup>3</sup>	38	98	2
Ghana	0.4	88	12
Mauritania	See Note 4	43	57
Russia	27	86	14
USA <sup>5</sup>	40	99	1
<b>Kinross: All Sites</b>	<b>21</b>	<b>84</b>	<b>16</b>

1) Excludes corporate spending. 2) Local refers to the local benefit footprint area. 3) Includes La Coipa, Lobo-Marté and Maricunga. 4) Given the remote location of Tasiast, we do not break down in-country procurement at the local and regional levels. 5) Includes Manh Choh.

Figure 54  
FIVE-YEAR KINROSS-WIDE PROCUREMENT\*  
(% of Total Procurement)



\* Includes all locations such as corporate and regional offices, sites and projects



## COMMUNITY DEVELOPMENT

**Kinross’ operational footprint (“our benefit footprint”) – job creation, local procurement and tax payments to local governments – is our most significant economic contribution to host communities in economic terms.**

Through our community relations strategy, we seek opportunities to leverage our benefit footprint into long-term development initiatives through monetary and in-kind support of a broad range of local community programs, developed in consultation with our stakeholders. We work to understand the social and economic context and conditions in the local area, focusing in particular on vulnerable groups that are inadvertently excluded from participating in employment or business opportunities.

Our ability to measure community outcomes depends on the scale of each mine’s local benefit footprint compared with the size of the local economy. Mines such as Tasiast have a measurable impact on the national economy of Mauritania, while our other mining operations have a measurable impact at the regional, municipal or county level. We measure community outcomes through a combination of quantitative and semi-quantitative sources of data, including our benefit footprint, publicly available socio-economic data, perception surveys, evaluation of specific programs through surveys, and stakeholder feedback and testimonials.

Our performance and results include:

- **Across our mine sites, we contributed monetary and in-kind support of \$8 million to community development** (Figure 55). Our support was directed to 479 local community organizations and programs, reaching over 1,000,000 beneficiaries in our local communities during 2021, slightly higher than in 2020.
- **In-kind donations were 32% of total site-level donations**, higher than our five-year average of 26%.
- The greatest proportion of community spending, in-kind contributions, and beneficiaries was for community activities and services (\$3 million in total and 392,000 beneficiaries) (Table 19).
- **Total donations, including in-kind and corporate, were \$9 million**, equivalent to 0.6% of EBITDA, the same percentage as the last three years and slightly below our five-year average of 0.75%. Total donations were lower than in 2020 (\$12.8 million) which was higher due to COVID-19 support in our host countries.
- At the site level, Chile had the highest amount of monetary donations of \$1.4 million, with support going to programs related to both La Coipa and the Lobo-Marte projects, as well as in Copiapó. Chirano had the highest amount of in-kind donations, driven by its extensive support for maintenance of roads in the catchment area around the mine (Figure 56).



### ANALYST CORNER: COMMUNITY DEVELOPMENT



[Read Management Approach](#)

GRI 203, 413      SDG 1, 2, 3, 4, 6, 8  
RGMP Principle 1, 7      [Data Tables](#)

Table 19: 2021 Donations by Category (%)<sup>1</sup>

	Monetary	In-Kind	Beneficiaries
Civic Organizations and Non-Profit Organizations	0.2	0.25	3
Community Activities and Services	34	48	37
Economic Development and Infrastructure	17	24	12
Education	13	7	5
Environment	11	5	7
Health and Nutrition	12	13	26
Youth	2	0.5	2
COVID-19 Support	12	2	7
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

<sup>1</sup>) Monetary and in-kind columns show % distribution of spending by category, and Beneficiaries column shows % distribution by category of the 1 million beneficiaries from our community programs.

Figure 55  
**2021 DISTRIBUTION OF COMMUNITY INVESTMENTS** (\$ millions)

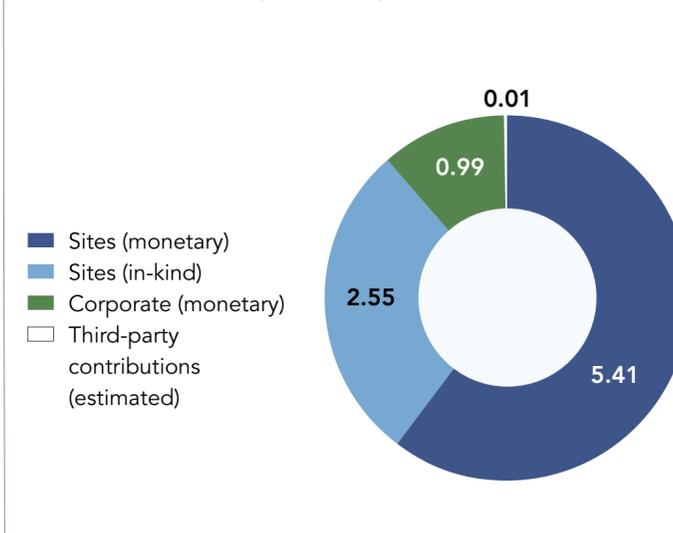
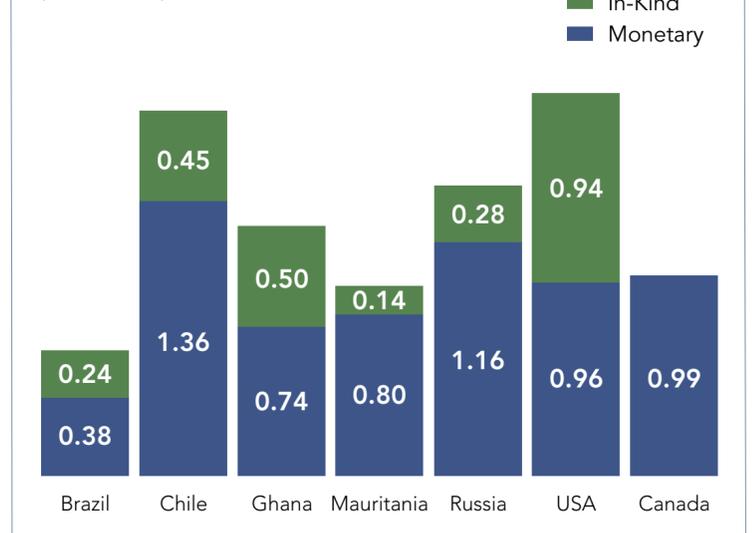


Figure 56  
**2021 DONATIONS BY COUNTRY** (\$ millions)



# Bringing Quality Healthcare Closer to the Communities Surrounding Chirano

The number of deliveries at the Health Centre increased by approximately 14% to 74 deliveries in the six months after the maternity unit was completed.

**In June 2021, Kinross' Chirano mine in Ghana partnered with the Chirano Community, and the Ghana Health Service and Clinic Management Committee, to expand the Chirano Health Centre by constructing a fully equipped Maternity and Laboratory medical block.**

The new maternity ward will serve the Chirano community of the Bibiani Anhwiaso Bekwai Municipality of the Western North Region, which has a total population of approximately 3,300 individuals, with about half of them women.

The 10-bed maternity clinic cost approximately US\$81,000 (GHC 470,000) and is equipped with medical supplies for labour, delivery, recovery beds and an uninterruptible power supply to stabilize critical equipment in the event of a power outage. The project aims to reduce Ghana's maternal mortality rate by offering medical support through all stages of pregnancy and delivery.

According to Augustina Asante, the Nurse In-Charge of the facility, the number of deliveries at the Health Centre increased by approximately 14% to 74 deliveries in the six months after the maternity unit was completed.

"A country that cares about the health of its citizens is capable of improving its economy. Healthy lives lead to a healthy nation. If the people in the Chirano catchment area have quality healthcare, the communities will be strong in terms of development. Thanks be to Chirano for the sustainable development initiatives implemented within the mine catchment area," said Augustina Asante, the Nurse-In-Charge of Chirano Maternity Ward.

The maternity clinic is part of Chirano's long-term community development plan, in partnership with the Community Consultative Committee, and includes more than 130 projects in health, education, infrastructure, sanitation, water and other areas in the region over the past 15 years.



**"A country that cares about the health of its citizens is capable of improving its economy. Healthy lives lead to a healthy nation. If the people in the Chirano catchment area have quality healthcare, the communities will be strong in terms of development. Thanks be to Chirano for the sustainable development initiatives implemented within the mine catchment area."**

Augustina Asante, the Nurse-In-Charge of Chirano Maternity Ward



**Kupol:** since 2009 the Kupol Foundation has invested more than \$2 million on 205 projects, 108 of which focused in Indigenous traditions. The Foundation has supported recovery of sustainable reindeer herding and Indigenous languages, as well as sustainable farming projects and local business development.

**Fort Knox:** Kinross and Trout Unlimited created the “Alaska Abandoned Mine Restoration Initiative” and partnered with the U.S. Forest Service in a project to restore Resurrection Creek in Hope, Alaska, an area affected by historical placer mining. “One of the cool things about being a fisheries biologist is when you can see the almost immediate effects of a project, and that they have been realized, with salmon returning right after some of that work happened.” *USFS Regional Forester*. Learn more in [Kinross Alaska partners with Trout Unlimited and donates over \\$50,000 to the Alaska Abandoned Mine Restoration Initiative](#).

**Udinsk:** “We would like to thank Kinross for the new photofluorographic medical equipment and care shown for people’s health. The only unit in the entire district had long ago reached its intended lifespan and the new machine can take high-resolution images and diagnose lung diseases at an early stage, which is especially vital during the COVID-19 pandemic.” *Head of the Polina Osipenko unit, Komsomolsk Interdistrict Hospital*.

**Manh Choh:** socio-economic baseline study completed, showing that Tetlin village lags urban centres in terms of housing quality (96% of homes have incomplete plumbing), education levels (34% of people do not have a high school diploma), and income (42% have income less than the federal poverty line). Development of the Manh Choh mine brings an opportunity to significantly improve on a range of community well-being measures and measure progress against the baseline.

• Toronto

**Bald Mountain:** through the “Kinross Cares” initiative and partnerships with local chambers of commerce and other organizations, we provided much-needed support for foster children, victims of domestic violence, and homeless people.

**Tasiast:** continued mobile clinic service for local communities despite pandemic restrictions, reaching more than 3,600 patients. Zone A residents have 0% malnutrition versus 25% nationally, as well as lower rates of diabetes, hepatitis, and diarrhea.

**Round Mountain:** teamed up with Nevada Partners, Nevada Careers, and The Nevada Mining Association to create “Mining for Talent Las Vegas”, which develops opportunities for people from underserved communities who have no prior experience in the mining industry. Eleven people acquired jobs at the mine, and Kinross is providing mentorship and temporary housing while they get established. Learn more at [Enhancing Employment Outreach in Southern Nevada](#).

**Chirano:** in coordination with the Ghana Health Service and traditional authorities, opened a maternity clinic and laboratory in Chirano village, significantly improving the local health centre's capacity to serve women in the community. Births at the Chirano clinic have increased by 14% in the six months since it opened, reflecting the importance of local, good high-quality healthcare. Learn more at [Chirano Village Maternity Clinic](#).

**La Coipa:** 24 adults, aged 23 to 65, from local Colla Indigenous communities participated in a back-to-school program, with 18 graduating from their grade.

**Paracatu:** the Integrar community development program celebrated a decade of activity with more than 100 programs completed, almost \$10 million invested, and 60,000 beneficiaries. Programs cover culture, education, and generating income and jobs. During the pandemic the program went online: “With the pandemic, Integrar innovated and allowed our students to stay close to school through radio programming; the project is really good.” *Regional Superintendent of Education*. Learn more in [Kinross Paracatu’s Integrar Program Celebrates its 10-year Anniversary](#).

**Lobo-Marte:** in partnership with the Atacama health authority, organized a COVID-19 vaccination campaign for Colla Indigenous communities in the cordillera, vaccinating more than 60 people, and providing them with the confidence to restart social interactions and traditional activities.

- Operations
- Development Projects
- Head Office

# Kinross Paracatu's Integrar Program Celebrates its 10-year Anniversary

**In 2021, the Integrar program at Kinross Brazil celebrated its 10-year anniversary. Integrar is a significant social investment program that targets sustainable development in the Paracatu region and focuses on four main pillars: Education, Environmental Awareness, Culture and Generating Economic Opportunities.**

Since the program launched in 2011, Kinross Paracatu has invested approximately 30 million reais (US\$5.4 million) in Integrar, benefitting approximately 60,000 people in the region through over 100 projects.

The focus of the program's **Education** pillar has been to improve education and raise the Basic Education Development Index in the area by supporting students and training teachers and managers in new methodologies and social management practices. Developed in partnership with the Municipal Department of Education, this pillar includes structuring initiatives based on the Academic Plan and on a common vision of the future for the schools.

In the area of **Environmental Awareness**, positive environmental practices are encouraged through actions and education programs in schools. In addition to workshops, a "Green Award" was created to reward the schools that develop the best environmental projects together with the school community.

Through its **Culture** pillar, Paracatu maintains Casa Kinross, which opened its doors in 2017, where the city of Paracatu's history is shared through interactive collections, curated by the staff of the Museu da Pessoa, in São Paulo. Casa Kinross is an important space for the appreciation and preservation of local history, culture and tradition, and a space that facilitates social dialogue. Initiatives aimed at mobilizing youth include a training course as city tour guides, a creative writing workshop, and a Cultural Caravan which provides access for low income communities to different cultural aspects of the city. Another highlight is Integrar in the Square, an annual festival bringing together thousands of community members for a weekend of interactive events

and activities promoting ongoing social projects and initiatives in the community. Integrar is also behind major events such as the Paracatu Cultural Heritage Festival, and concerts by the Ouro Preto Orchestra and the Minas Gerais Philharmonic.

The **Generating Economic Opportunities** pillar works to strengthen local supply chains. Some actions are directed specifically to youth, such as the Entrepreneurship and Employability course, which trained 60 people living in communities neighbouring Kinross. "I really enjoyed the opportunity, it helped me a lot, mainly because I learned how to behave in a job interview, since I had never participated in one," said Lorena Reis de Oliveira.



**"Through Integrar, Kinross is directly involved with the community and contributes to the socio-cultural and economic development of Paracatu."**

**Ana Cunha, Director of Government Relations and Social Responsibility at Paracatu**



# Independent practitioner's limited assurance report on select performance metrics presented within Kinross Gold Corporation's 2021 Sustainability Report

## To the Directors of Kinross Gold Corporation

We have undertaken a limited assurance engagement on select performance metrics detailed below (the selected information) as presented within Kinross Gold Corporation's (Kinross') 2021 Sustainability Report for the year ended December 31, 2021.

### Selected information

Our limited assurance engagement was performed on the following selected performance indicators:

Performance metric	Value	Report page(s)
Grievances and community issues (number)	21	11, 60, 107
Grievance (% resolved within target time frame)	63	11
Anti-corruption training in the last two years (% of all employees)	77	13, 34
Substantiated allegations of human rights violations (number)	3	13, 34, 35
Employee Fatalities (number)	1	40, 94
Contractor Fatalities (number)	0	94
Fatalities (number) Employees and Contractors Combined	1	4, 10, 135
Employee Lost-Time Injury Frequency Rate (LTIFR) (per 200,000 hours worked)	0.15	94
Contractor Lost-Time Injury Frequency Rate (LTIFR) (per 200,000 hours worked)	0.05	94
Lost-Time Injury Frequency Rate (LTIFR) (per 200,000 hours worked) Employees and Contractors Combined	0.09	93
Employee Total Reportable Injury Frequency Rate (TRIFR) (per 200,000 hours worked)	0.38	10, 94
Contractor Total Reportable Injury Frequency Rate (TRIFR) (per 200,000 hours worked)	0.31	10, 94
Total Reportable Injury Frequency Rate (TRIFR) (per 200,000 hours worked) Employees and Contractors Combined	0.34	10, 17, 41, 93, 135
Total Tier 1 Process Related Safety Events (per 1,000,000 hours worked)	0.049	42
Turnover – involuntary (% of total workforce)	4.7	12, 72, 112
Turnover – voluntary (% of total workforce)	7.2	12, 72, 112
Workforce from within host countries (% of in-country workforce)	99	4, 12, 70, 81, 110
Gender diversity – women (% of total workforce)	12	12, 73, 74
Total Energy Consumption – Direct Non-Renewable (gigajoules)	15,602,664	99

Performance metric	Value	Report page(s)
Total Electricity Purchased – Non-Renewable Sources (gigajoules)	2,357,037	99
Indirect Energy Consumption (gigajoules)	6,276,058	98, 99
Total Energy Consumption – renewable (gigajoules)	3,919,022	98, 99
Total Energy Consumption – non-renewable (gigajoules)	17,959,700	98
Total Energy Consumed per Tonne of Ore Processed (megajoules/ tonne of ore processed)	153.9	45, 99
Total Scope 1 and Scope 2 Greenhouse Gas Emissions (tonnes CO <sub>2</sub> e)	1,671,716	11, 46, 95, 96, 97
Total GHG Emissions (Scope 1 and 2) per Tonne of Ore Processed (kilograms CO <sub>2</sub> e/tonne of ore processed)	11.8	11, 46, 95, 97
Total GHG Emissions (Scope 1 and 2) per Gold Equivalent Ounce Produced (kilograms CO <sub>2</sub> e/Au eq. oz.)	809	11, 46, 95, 97
Total Sulphur Oxides (SOx) Emissions (tonnes)	1,076	58, 106, 133
Total Nitrogen Oxides (NOx) Emissions (tonnes)	2,473	58, 106, 133
Total Waste Rock Mined (tonnes)	246,068,345	102, 134
Total Tailings Produced (tonnes)	80,705,926	102, 134
Total Recycled (hazardous & non-hazardous) (tonnes)	16,829.6	104
Total Disposed (hazardous & non-hazardous) (tonnes)	15,023.8	104
Total Hazardous Waste Generated (tonnes)	5,230.2	57, 104, 105, 134
Total Waste Generated (hazardous & non-hazardous) (tonnes)	33,649.2	104, 134
Total Municipal – Third Party Sources Withdrawn (m <sup>3</sup> )	165,417	48, 100, 101
Total Surface Water Withdrawn (m <sup>3</sup> )	14,544,168	48, 100, 101
Total Groundwater Withdrawn (m <sup>3</sup> )	36,508,361	48, 100, 101
Total Salt/Brackish Withdrawn (m <sup>3</sup> )	3,565,994	48, 100, 101
Total Water Discharged to Surface (m <sup>3</sup> )	14,825,272	48, 100
Total Water Discharged to Ground (m <sup>3</sup> )	10,045,445	48, 100
Percentage water recycled (%)	80	11, 39, 48, 100
Total Fresh Water Consumed (m <sup>3</sup> )	60,089,670	100
Water Intensity per Gold Equivalent Ounce Produced (m <sup>3</sup> /Au eq. oz.)	30,872	100
Water Intensity per Tonne of Ore Processed (m <sup>3</sup> / tonne of ore processed)	449	11, 47, 48, 100



**Management’s responsibility**

Management is responsible for the preparation of the selected information in accordance with the definition of each performance metric as established in Kinross’ ESG Definitions (available here: [https://s2.q4cdn.com/496390694/files/doc\\_downloads/sustainability/2020/12/6926\\_Kinross\\_ESG\\_May6.pdf](https://s2.q4cdn.com/496390694/files/doc_downloads/sustainability/2020/12/6926_Kinross_ESG_May6.pdf)) (the applicable criteria). Management is also responsible for such internal control as management determines necessary to enable the preparation of the selected information that is free from material misstatement, whether due to fraud or error.

**Our responsibility**

Our responsibility is to express a limited assurance conclusion on the selected information based on the evidence we have obtained. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000, *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*. This standard requires that we plan and perform this engagement to obtain limited assurance about whether the selected information is free from material misstatement.

A limited assurance engagement involves performing procedures (primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures) and evaluating the evidence obtained. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users of our report. The procedures are selected based on our professional judgment, which includes identifying areas where the risks of material misstatement, whether due to fraud or error, in preparing the selected information in accordance with the applicable criteria are likely to arise.

Our engagement included, among others, the following procedures performed:

- Making inquiries of management to obtain an understanding of the overall governance and internal control environment relevant to the management, aggregation and reporting of the selected information;
- Analytical reviews and trend analysis of reported data for the selected information;
- Obtained and inspected a sample of underlying documentation to support the selected information.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement and, consequently, the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

**Our independence and quality control**

We have complied with the relevant rules of professional conduct/code of ethics applicable to the practice of public accounting and related to assurance engagements, issued by various professional accounting bodies, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies Canadian Standard on Quality Control 1, *Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance Engagements*, and, accordingly, maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

**Conclusion**

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that Kinross’ selected information during the year ended December 31, 2021 is not prepared, in all material respects, in accordance with the applicable criteria.

**Purpose of statement and restriction on use of our report**

The selected information has been prepared in accordance with the applicable criteria to report the selected information to Kinross’ Board of Directors. As a result, the selected information may not be suitable for another purpose. Our report is intended solely for Kinross. We neither assume nor accept any responsibility or liability to any third party in respect of this assurance report.

/s/ PricewaterhouseCoopers LLP

Chartered Professional Accountants  
Toronto, Ontario  
May 10, 2022



# 2021 Data Tables



<b>Production</b>	<b>92</b>
<b>Workplace Health and Safety</b>	<b>93</b>
<b>Environmental Compliance</b>	<b>95</b>
Greenhouse Gas Emissions	95
Energy and Materials Use	98
Water	100
Tailings and Waste Rock	102
Biodiversity and Land Use	103
Waste	104
Air Emissions	106
<b>Community Engagement</b>	<b>107</b>
<b>Workforce</b>	<b>108</b>
<b>Board and Senior Management</b>	<b>115</b>
<b>Economic Value</b>	<b>116</b>
<b>Local Procurement</b>	<b>118</b>
<hr/>	
<b>Index</b>	
GRI	119
SASB	133



# Production

## 2021 Gold Production

	Operating Revenue – Metal Sales (\$M)	Ore Processed (KT)	Gold Equivalent Ounces Produced <sup>4</sup>	Operating Costs – Production Cost of Sales (\$M)	Production Cost of Sales per Equivalent Ounce Sold <sup>5</sup>	Capital Expenditures (\$M) <sup>7</sup>
<b>Americas</b>						
Bald Mountain	352.1	19,063	204,890	177.5	905	39.0
Corporate and Other <sup>1</sup>	5.0	0	0	2.0	718	207.5
Fort Knox	473.3	37,899	264,283	267.2	1,014	113.1
Paracatu	987.9	60,046	550,560	412.1	749	127.9
Round Mountain	466.6	16,623	257,005	235.9	908	125.5
<b>West Africa</b>						
Chirano (90%) <sup>2</sup>	240.3 <sup>3</sup>	3,090	139,201	n/r	n/r	n/r
Chirano (100%)	267.0	3,433	154,668	201.6	1,359	39.7
Tasiast	314.7	3,733	170,502	123.6	710	259.4
<b>Russia</b>						
Kupol/Dvoinoye	862.8	1,697	481,108	306.2	637	26.5
<b>Kinross Attributable Total<sup>2</sup></b>	<b>3,702.7<sup>3</sup></b>	<b>142,151</b>	<b>2,067,549</b>	<b>n/r</b>	<b>828<sup>6</sup></b>	<b>n/r</b>
<b>Kinross Total</b>	<b>3,729.4</b>	<b>142,494</b>	<b>2,083,016</b>	<b>1,726.1</b>	<b>832</b>	<b>938.6</b>

## Five-Year Production Highlights

	2017	2018	2019	2020	2021
Operating Revenue – Metal Sales (\$M)	3,303.0	3,212.6	3,497.3	4,213.4	<b>3,729.4</b>
Ore Processed (KT)	124,750	141,581	136,868	139,011	<b>142,494</b>
Attributable Gold Equivalent Ounces Produced <sup>2,4</sup>	2,673,533	2,452,398	2,507,659	2,366,648	<b>2,067,549</b>
Attributable All-in Sustaining Cost per Equivalent Ounce Sold <sup>2,4,6</sup>	954	965	983	987	<b>1,138</b>
Attributable Production Cost of Sales per Equivalent Ounce Sold <sup>2,4,6</sup>	669	734	706	723	<b>828</b>
Consolidated Production Cost of Sales per Equivalent Ounce Sold <sup>4,5</sup>	670	735	708	726	<b>832</b>
Operating Costs – Production Cost of Sales (\$M)	1,757.4	1,860.5	1,778.9	1,725.7	<b>1,726.1</b>
Capital Expenditures (\$M) <sup>7</sup>	879.6	1,005.2	1,060.2	916.1	<b>938.6</b>

n/r: not reported.

1) "Corporate and other" includes corporate and other non-operating assets (including Chulbatkan, Kettle River-Buckhorn, La Coipa, Lobo-Marté, Manh Choh and Maricunga). 2) "Attributable" includes Kinross' share of Chirano (90%) production and costs, and Manh Choh (70%) costs. 3) "Chirano (90%) Operating Revenue" and "Kinross Attributable Total Operating Revenue" are non-GAAP financial measures with no standardized meaning under IFRS, and therefore, may not be comparable to similar measures presented by other issuers. These measures are utilized by management to calculate site and corporate level intensity metrics. "Chirano (90%) Operating Revenue" for the year ended December 31, 2021 is calculated as \$267.0 million of "Metal Sales" from Chirano as reported, less 10%, or \$26.7 million. "Kinross Attributable Total Operating Revenue" for the year ended December 31, 2021 is calculated as \$3,729.4 million of "Metal Sales", as reported on the consolidated statements of operations, less 10% of "Metal Sales" from Chirano, or \$26.7 million. "Chirano (90%) Operating Revenue" for the year ended December 31, 2020 of \$265.6 million is calculated as \$295.1 million of "Metal Sales" from Chirano as reported, less 10% of "Metal Sales" from Chirano, or \$29.5 million. "Kinross Attributable Total Operating Revenue" for the year ended December 31, 2020 of \$4,183.9 million is calculated as \$4,213.4 million of "Metal Sales", as reported on the consolidated statements of operations, less 10% of "Metal Sales" from Chirano, or \$29.5 million. 4) "Gold Equivalent Ounces" includes silver ounces produced and sold converted to a gold equivalent based on a ratio of the average spot market prices for the commodities for each period. The ratio for 2021 was 71.51:1 (2020 – 86.32:1, 2019 – 85.99:1, 2018 – 80.74:1 and 2017 – 73.72:1). 5) "Production cost of sales per equivalent ounce sold" is defined as production cost of sales divided by gold equivalent ounces sold for each operation. "Kinross Total/Consolidated production cost of sales per equivalent ounce sold" is defined as production cost of sales, as reported on the consolidated statements of operations, divided by total gold equivalent ounces sold. 6) Attributable all-in sustaining cost per equivalent ounce sold and attributable production cost of sales per equivalent ounce sold are non-GAAP ratios with no standardized meaning under IFRS and therefore, may not be comparable to similar measures presented by other issuers. For definitions and reconciliations of these non-GAAP ratios, please refer to Section 11 - Supplemental Information of Kinross' Management's Discussion and Analysis for the year ended December 31, 2021 and the year ended December 31, 2018, which sections are incorporated by reference herein and as filed on the Company's website at www.kinross.com, on SEDAR at www.sedar.com and on EDGAR at www.sec.gov. 7) "Capital expenditures" for the years ended December 31, 2021, 2020 and 2019 are reported as "Additions to property, plant and equipment" on the consolidated statements of cash flows and exclude "Interest paid capitalized to property, plant and equipment". "Capital expenditures" for the year ended December 31, 2018 is calculated as \$1,043.4 million of "Additions to property, plant and equipment", as reported on the consolidated statements of cash flows, less \$38.2 million of capitalized interest paid, as reported. "Capital expenditures" for the year ended December 31, 2017 is calculated as \$897.6 million of "Additions to property, plant and equipment", as reported on the consolidated statements of cash flows, less \$18.0 million of capitalized interest paid, as reported.



# Workplace Health and Safety (100% basis)

## Five-Year Total Reportable Injury Frequency Rate (TRIFR) by Site

(per 200,000 hours worked) Employees and Contractors Combined

	2017	2018	2019	2020	2021
<b>Americas</b>					
Bald Mountain	0.91	0.49	0.86	1.48	<b>1.74</b>
Corporate <sup>1</sup>	0.46	0.00	0.00	0.00	<b>0.00</b>
Fort Knox	0.85	0.13	0.75	1.03	<b>0.71</b>
Paracatu	0.18	0.24	0.31	0.33	<b>0.15</b>
La Coipa	n/r	n/r	n/r	n/r	<b>0.39</b>
Maricunga	0.00	0.00	0.00	0.00	<b>0.00</b>
Round Mountain	0.41	0.59	0.55	0.85	<b>0.89</b>
<b>West Africa</b>					
Chirano (100%)	0.25	0.24	0.14	0.03	<b>0.16</b>
Tasiast	0.23	0.28	0.24	0.26	<b>0.34</b>
<b>Russia</b>					
Dvoinoye	0.00	0.15	0.42	0.00	<b>0.34</b>
Kupol	0.32	0.22	0.18	0.33	<b>0.31</b>
<b>Kinross Total TRIFR</b>	<b>0.32</b>	<b>0.27</b>	<b>0.29</b>	<b>0.35</b>	<b>0.34</b>

1) Corporate includes all personnel not assigned to sites, including greenfield operations.

## Five-Year Occupational Illness Frequency Rate (OIFR) by Site (per 200,000 hours worked)

	2017	2018	2019	2020*	2021
<b>Americas</b>					
Bald Mountain	0.00	0.00	0.00	0.00	<b>0.00</b>
Fort Knox	0.00	0.00	0.00	0.00	<b>0.00</b>
Maricunga	0.00	0.00	0.00	0.00	<b>0.00</b>
Paracatu	0.00	0.00	0.00	0.00	<b>0.00</b>
Round Mountain	0.00	0.00	0.00	0.00	<b>0.00</b>
<b>West Africa</b>					
Chirano (100%)	0.00	0.00	0.00	0.00	<b>0.00</b>
Tasiast	0.00	0.00	0.00	0.00	<b>0.00</b>
<b>Russia</b>					
Dvoinoye	0.00	0.00	0.00	0.00	<b>0.00</b>
Kupol	0.00	0.00	0.00	0.00	<b>0.00</b>
<b>Kinross Total OIFR</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

\* All safety statistics for 2020 have been independently reviewed and assured by SomaHive, LLC.

## Five-Year Lost-Time Injury Frequency Rate (LTIFR) by Site

(per 200,000 hours worked) Employees and Contractors Combined

	2017	2018	2019	2020	2021
<b>Americas</b>					
Bald Mountain	0.00	0.25	0.54	0.15	<b>0.58</b>
Corporate	0.00	0.00	0.00	0.00	<b>0.00</b>
Fort Knox	0.24	0.00	0.25	0.00	<b>0.24</b>
Paracatu	0.03	0.07	0.13	0.11	<b>0.02</b>
La Coipa	n/r	n/r	n/r	n/r	<b>0.31</b>
Maricunga	0.00	0.00	0.00	0.00	<b>0.00</b>
Round Mountain	0.30	0.25	0.16	0.09	<b>0.40</b>
<b>West Africa</b>					
Chirano (100%)	0.08	0.04	0.00	0.00	<b>0.00</b>
Tasiast	0.02	0.00	0.06	0.05	<b>0.04</b>
<b>Russia</b>					
Kupol	0.00	0.00	0.00	0.13	<b>0.12</b>
Dvoinoye	0.16	0.06	0.28	0.00	<b>0.00</b>
<b>Kinross Total LTIFR</b>	<b>0.07</b>	<b>0.05</b>	<b>0.11</b>	<b>0.06</b>	<b>0.09</b>

## Five-Year Safety, Health and Emergency Training – Average Per Person (# of hours)

	2017	2018	2019	2020	2021
Employees	19	27	35	40	<b>46</b>
Contractors	13	15	22	27	<b>29</b>

## Five-Year Recordable Cases of Work-Related Ill Health (# of cases)

	2017	2018	2019	2020	2021
Employees	n/a	0.00	0.00	0.00	<b>0.00</b>
Contractors	n/a	0.00	0.00	0.00	<b>0.00</b>
<b>Kinross Total</b>	n/a	0.00	0.00	0.00	<b>0.00</b>

## Five-Year Fatalities Due to Worker Ill Health (# of cases)

	2017	2018	2019	2020	2021
Employees	n/a	0.00	0.00	0.00	<b>0.00</b>
Contractors	n/a	0.00	0.00	0.00	<b>0.00</b>
<b>Kinross Total</b>	n/a	0.00	0.00	0.00	<b>0.00</b>



## 2021 Safety Performance – Employees (#)

	Hours Worked	Fatalities <sup>A</sup>	Lost Time Injuries	Restricted Work Injuries	Medical Treatment Injuries	Days Lost Due to Injury	LTIFR <sup>A3</sup>	TRIFR <sup>A4</sup>	Near Miss Frequency Rate
<b>Americas</b>									
Bald Mountain	1,211,841	0	4	3	3	93	0.66	1.65	0.17
Corporate	463,356	0	0	0	0	0	0.00	0.00	0.00
Fort Knox	1,404,183	0	2	0	4	55	0.28	0.85	0.57
Paracatu	3,284,500	0	1	0	0	43	0.06	0.06	0.37
La Coipa	742,790	0	0	0	0	0	0.00	0.00	0.27
Maricunga	40,944	0	0	0	0	0	0.00	0.00	0.00
Round Mountain	1,755,872	0	4	1	3	249	0.46	0.91	0.57
<b>West Africa</b>									
Chirano (100%)	2,518,137	1	0	0	2	0	0.00	0.24	0.08
Tasiast	2,943,528	0	1	0	2	22	0.07	0.20	0.00
<b>Russia</b>									
Kupol	2,424,645	0	2	0	1	29	0.16	0.25	0.00
Dvoinoeye	388,179	0	0	0	1	0	0.00	0.52	0.00
<b>Kinross Total</b>	<b>19,000,165<sup>1</sup></b>	<b>1</b>	<b>14</b>	<b>4</b>	<b>17<sup>2</sup></b>	<b>491</b>	<b>0.15</b>	<b>0.38</b>	<b>0.19</b>

1) Kinross Total Hours Worked includes the non-operational mine sites, projects and other office locations in addition to the operational sites (shown). 2) Includes 1 Medical Treatment Injury from Kettle River. 3) per 200,000 hours worked. 4) per 200,000 hours worked.

## 2021 Safety Performance – Contractors (#)

	Hours Worked	Fatalities <sup>A</sup>	Lost Time Injuries	Restricted Work Injuries	Medical Treatment Injuries	Days Lost Due to Injury	LTIFR <sup>A3</sup>	TRIFR <sup>A4</sup>	Near Miss Frequency Rate
<b>Americas</b>									
Bald Mountain	164,255	0	0	2	0	19	0.00	4.87	1.22
Corporate	101,080	0	0	0	0	0	0.00	0.00	0.00
Fort Knox	276,742	0	0	0	0	0	0.00	0.00	0.00
Paracatu	5,955,777	0	0	4	2	53	0.00	0.20	0.03
La Coipa	1,827,273	0	4	0	1	44	0.44	0.55	0.00
Maricunga	313,413	0	0	0	0	0	0.00	0.00	0.00
Round Mountain	266,210	0	0	0	1	0	0.00	0.75	0.00
<b>West Africa</b>									
Chirano (100%)	3,702,752	0	0	0	2	0	0.00	0.11	0.00
Tasiast	7,604,640	0	1	0	14	50	0.03	0.42	0.00
<b>Russia</b>									
Kupol	800,877	0	0	0	2	0	0.00	0.50	0.00
Dvoinoeye	206,756	0	0	0	0	0	0.00	0.00	0.00
<b>Kinross Total</b>	<b>21,976,853<sup>1</sup></b>	<b>0</b>	<b>5</b>	<b>6</b>	<b>23<sup>2</sup></b>	<b>166</b>	<b>0.05</b>	<b>0.31</b>	<b>0.02</b>

1) Kinross Total Hours Worked includes the non-operational mine sites, projects and other office locations in addition to the operational sites (shown). 2) Includes 1 Medical Treatment Injury from Pevek. 3) per 200,000 hours worked. 4) per 200,000 hours worked.



# Environmental Compliance

## 2021 Regulatory Actions

	Number of Regulatory Actions	Fines (US\$)
<b>Americas</b>		
Bald Mountain	0	0
Fort Knox	0	0
Paracatu	0	0
Round Mountain	0	50,000*
<b>West Africa</b>		
Chirano	0	0
Tasiast	0	0
<b>Russia</b>		
Dvoynoye	0	0
Kupol	0	0
<b>Kinross Total</b>	<b>0</b>	<b>50,000*</b>

\*See page 45.

## Five-Year Reportable Spills/Releases (# of Incidents)

	2017	2018	2019	2020	2021
Total Reportable Spills/Releases On-Site	1	0	0	1*	0
Total Reportable Spills/Releases Off-Site	0	0	0	0	0
<b>Total Reportable Spills/Releases</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>

\* Paracatu roofing compound release.

# Greenhouse Gas Emissions

## 2021 Total GHG Emissions by Site (tonnes CO<sub>2</sub>e)

	Scope 1	Scope 2	Scope 3	Scope 1 & 2	Scope 1 & 2 (kg/per tonne of ore processed)	Scope 1 & 2 (kg/per CO <sub>2</sub> e/Au eq. oz.)
<b>Americas</b>						
Bald Mountain	127,142	26,931	20,501	154,072	8.1	752
Fort Knox	190,045	228,268	13,273	418,313	11.0	1,583
Paracatu	148,222	110,477	21,774	258,699	4.3	470
Round Mountain	150,293	117,245	39,534	267,538	16.1	1,041
<b>West Africa</b>						
Chirano	31,495	67,217	3,362	98,713	31.9	709
Tasiast	304,744	0	7,611	304,744	81.6	1,787
<b>Russia</b>						
Kupol/Dvoynoye	169,637	0	6,095	169,637	100.0	353
<b>Kinross Total</b>	<b>1,121,578</b>	<b>550,138</b>	<b>112,151</b>	<b>1,671,716</b>	<b>11.8</b>	<b>808</b>

## Five-Year Total GHG Emissions (tonnes CO<sub>2</sub>e) (historical)\*

	2017	2018	2019	2020	2021
GHG Emissions (Scope 1)	983,000	1,057,000	1,100,106	1,080,803	<b>1,121,578</b>
GHG Emissions (Scope 2)	535,000	584,000	512,175	550,149 <sup>1</sup>	<b>550,138</b>
GHG Emissions (Scope 3)	162,000	138,000	123,720	122,798	<b>112,151</b>
GHG Emissions (Scope 1 & 2)	1,518,000	1,641,000	1,612,281	1,630,952	<b>1,671,716</b>
GHG Emissions (Scope 1 & 2) per Tonne of Ore Processed (kgs CO <sub>2</sub> e/Tonne)	12.2	11.6	11.9	11.8	<b>11.8</b>
GHG Emissions (Scope 1 & 2) per Gold Equivalent Ounce Produced (kgs CO <sub>2</sub> e/Au eq. oz.)	568	669	643	689	<b>808</b>
GHG Emissions (Scope 1 & 2) (kgs CO <sub>2</sub> e/per Revenue Dollar)	0.464	0.515	0.465	0.390	<b>0.452</b>

\* Historical data includes those sites that were operating during the reporting period.

1) Significant changes in electric emissions factors at Bald Mountain and in Ghana have contributed to changes to Scope 2 emissions at each location.

**Five-Year Total GHG Emissions (Scope 1) by Site** (tonnes CO<sub>2</sub>e)

	2017	2018	2019	2020	2021 <sup>A</sup>
<b>Americas</b>					
Bald Mountain	146,203	120,513	115,195	127,155	<b>127,142</b>
Fort Knox	165,742	165,280	173,298	171,588	<b>190,045</b>
Maricunga	9,013	6,041	5,043	3,493	<b>0</b>
Paracatu	71,526	117,826	113,693	128,395	<b>148,222</b>
Round Mountain	147,195	151,838	157,664	162,248	<b>150,293</b>
Historical Operations	8,607	1,806	n/r	n/r	<b>n/r</b>
<b>West Africa</b>					
Chirano (90%)	29,055	20,607	27,228	26,993	<b>31,495</b>
Tasiast	225,076	289,200	330,457	293,566	<b>304,744</b>
<b>Russia</b>					
Kupol/Dvoynoye	180,537	183,901	177,529	167,364	<b>169,637</b>
<b>Kinross Total</b>	<b>982,954</b>	<b>1,057,011</b>	<b>1,100,106</b>	<b>1,080,803</b>	<b>1,121,578</b>

**Five-Year Total GHG Emissions (Scope 3) by Site** (tonnes CO<sub>2</sub>e)

	2017	2018	2019	2020	2021
<b>Americas</b>					
Bald Mountain	22,895	19,644	20,237	21,551	<b>20,501</b>
Fort Knox	9,924	7,855	11,016	11,433	<b>13,273</b>
Maricunga	2,050	1,970	757	0	<b>0</b>
Paracatu	35,773	15,284	18,680	22,926	<b>21,774</b>
Round Mountain	57,008	53,240	43,887	41,728	<b>39,534</b>
Historical Operations	1,045	n/r	n/r	n/r	<b>n/r</b>
<b>West Africa</b>					
Chirano (90%)	7,134	5,506	3,043	2,657	<b>3,362</b>
Tasiast	17,507	27,308	19,415	15,859	<b>7,611</b>
<b>Russia</b>					
Kupol/Dvoynoye	8,042	7,113	6,684	6,644	<b>6,095</b>
<b>Kinross Total</b>	<b>161,378</b>	<b>137,919</b>	<b>123,720</b>	<b>122,798</b>	<b>112,151</b>

**Five-Year Total GHG Emissions (Scope 2) by Site** (tonnes CO<sub>2</sub>e)

	2017	2018	2019	2020	2021 <sup>A</sup>
<b>Americas</b>					
Bald Mountain	9,472	12,165	52,420	33,951*	<b>26,931</b>
Fort Knox	269,522	269,628	244,541	263,691	<b>228,268</b>
Maricunga	23,120	17,916	13,088	6,994	<b>0</b>
Paracatu	157,519	186,279	107,426	103,051	<b>110,477</b>
Round Mountain	45,651	68,196	67,518	73,114	<b>117,245</b>
Historical Operations	3,173	2,623	n/r	n/r	<b>n/r</b>
<b>West Africa</b>					
Chirano (90%)	26,840	26,990	27,183	69,348*	<b>67,217</b>
Tasiast	0	0	0	0	<b>0</b>
<b>Russia</b>					
Kupol/Dvoynoye	0	0	0	0	<b>0</b>
<b>Kinross Total</b>	<b>535,297</b>	<b>583,796</b>	<b>512,175</b>	<b>550,149</b>	<b>550,138</b>

\* Significant changes in electric emissions factors at Bald Mountain and in Ghana have contributed to changes to Scope 2 emissions at each location.

**Five-Year Total GHG Emissions (Scope 1 and 2) by Site** (tonnes CO<sub>2</sub>e)

	2017	2018	2019	2020	2021 <sup>A</sup>
<b>Americas</b>					
Bald Mountain	155,675	132,678	167,615	161,106	<b>154,072</b>
Fort Knox	435,264	434,907	417,839	435,279	<b>418,313</b>
Maricunga	32,133	23,956	18,130	10,488	<b>0</b>
Paracatu	229,045	304,105	221,119	231,446	<b>258,699</b>
Round Mountain	192,845	220,033	225,182	235,362	<b>267,538</b>
Historical Operations	11,781	4,429	n/r	n/r	<b>n/r</b>
<b>West Africa</b>					
Chirano (90%)	55,894	47,597	54,411	96,341	<b>98,713</b>
Tasiast	225,076	289,200	330,457	293,566	<b>304,744</b>
<b>Russia</b>					
Kupol/Dvoynoye	180,537	183,901	177,529	167,364	<b>169,637</b>
<b>Kinross Total</b>	<b>1,518,251</b>	<b>1,640,807</b>	<b>1,612,281</b>	<b>1,630,952</b>	<b>1,671,716</b>



## Five-Year Total GHG Emissions (Scope 1 and 2) per Tonne of Ore Processed

(kilograms CO<sub>2</sub>e/tonne) by Site

	2017	2018	2019	2020	2021 <sup>A</sup>
<b>Americas</b>					
Bald Mountain	7.2	5.6	10.2	8.8	<b>8.1</b>
Fort Knox	13.3	15.5	15.7	13.5	<b>11.0</b>
Maricunga	0	0	0	0	<b>0</b>
Paracatu	6.1	5.6	3.8	4.3	<b>4.3</b>
Round Mountain	8.3	8.8	8.7	9.8	<b>16.1</b>
<b>West Africa</b>					
Chirano (90%)	18.1	15.1	17.5	32.7	<b>31.9</b>
Tasiast	54.9	50.8	63.2	54.9	<b>81.6</b>
<b>Russia</b>					
Kupol/Dvoynoye	104.2	106.9	103	98.2	<b>100</b>
<b>Kinross Total</b>	<b>12.2</b>	<b>11.6</b>	<b>11.9</b>	<b>11.8</b>	<b>11.8</b>

## Five-Year Greenhouse Gas Emissions Intensity (Scope 1 and 2)

(kilograms CO<sub>2</sub>e per tonne of ore processed)

	2017	2018	2019	2020	2021 <sup>A</sup>
Scope 1	7.9	7.5	8.1	7.8	<b>7.9</b>
Scope 2	4.3	4.1	3.8	4.0	<b>3.9</b>
Combined GHG Intensity	12.2	11.6	11.9	11.8	<b>11.8</b>

## Five-Year Greenhouse Gas Emissions Intensity (Scope 1 and 2)

(kilograms CO<sub>2</sub>e/Au eq. oz.)

	2017	2018	2019	2020	2021 <sup>A</sup>
Scope 1	368	431	439	457	<b>542</b>
Scope 2	200	238	204	232	<b>266</b>
Combined GHG Intensity	568	669	643	689	<b>808</b>

## Five-Year Total GHG Emissions (Scope 1 and 2) per Gold Equivalent Ounce Produced

(kilograms CO<sub>2</sub>e/Au eq. oz.) by Site

	2017	2018	2019	2020	2021 <sup>A</sup>
<b>Americas</b>					
Bald Mountain	551	466	892	842	<b>752</b>
Fort Knox	1,142	1,702	2,086	1,829	<b>1,583</b>
Maricunga	353	399	470	2,958	<b>0</b>
Paracatu	636	583	357	427	<b>470</b>
Round Mountain	441	568	623	726	<b>1,041</b>
<b>West Africa</b>					
Chirano (90%)	252	233	300	643	<b>709</b>
Tasiast	925	1,152	845	722	<b>1,787</b>
<b>Russia</b>					
Kupol/Dvoynoye	311	375	337	328	<b>353</b>
<b>Kinross Total</b>	<b>568</b>	<b>669</b>	<b>643</b>	<b>689</b>	<b>808</b>

## Five-Year Greenhouse Gas Emissions (tonnes CO<sub>2</sub>e) (historical)\*

	2017	2018	2019	2020	2021
Total Direct Emissions (Scope 1)	983,000	1,057,000	1,100,106	1,080,803	<b>1,121,578</b>
From Coal	0	0	0	0	<b>0</b>
From Diesel	900,341	952,169	954,500	948,247	<b>1,003,027</b>
From Furnace Oil	4,300	3,006	3,674	3,284	<b>2,925</b>
From Gasoline	6,815	5,445	6,251	5,582	<b>5,239</b>
From Natural Gas	0	0	0	0	<b>0</b>
From Propane	12,441	8,122	8,649	9,142	<b>6,771</b>
From Heavy Fuel Oil	43,336	69,157	107,202	96,553	<b>82,081</b>
From Aviation Fuel	4,396	5,473	5,423	4,436	<b>6,969</b>
From Ammonium Nitrate, Fuel Oil (ANFO)	5,208	6,315	6,156	5,912	<b>5,708</b>
From Emulsion	6,117	7,324	8,251	7,648	<b>8,857</b>
Total Indirect Emissions (Scope 2)	535,000	584,000	512,175	550,149	<b>550,138</b>
Total Emissions (Scope 1 and 2)	1,518,000	1,641,000	1,612,281	1,630,952	<b>1,671,716</b>
Total Indirect Emissions (Scope 3)	162,000	138,000	123,720	122,798	<b>112,151</b>

\* Historical data includes those sites that were operating during the reporting period.



# Energy and Materials Use

## 2021 Energy Summary by Site

	Total Energy Consumption (gigajoules) – non-renewable <sup>A</sup>	Total Energy Consumption (gigajoules) – renewable <sup>A</sup>	Direct Energy Consumption (gigajoules) <sup>A</sup>	Indirect Energy Consumption (gigajoules) <sup>A</sup>	Total Energy Consumed (gigajoules)	Energy Consumed per Tonne of Ore Processed (megajoules/tonne) <sup>A</sup>
<b>Americas</b>						
Bald Mountain	1,906,761	34,475	1,767,032	174,203	1,941,235	102
Fort Knox	3,408,970	71,263	2,645,811	834,422	3,480,233	92
Paracatu	2,479,099	3,617,285 <sup>1</sup>	2,022,433	4,073,951	6,096,384	102
Round Mountain	2,682,731	168,605	2,114,428	736,908	2,851,336	172
<b>West Africa</b>						
Chirano (90%)	869,494	27,394	440,315	456,573	896,888	290
Tasiast	4,217,401	0	4,217,401	0	4,217,401	1,130
<b>Russia</b>						
Kupol/Dvoynoye	2,395,244	0	2,395,244	0	2,395,244	1,412
<b>Kinross Total</b>	<b>17,959,700</b>	<b>3,919,022</b>	<b>15,602,664</b>	<b>6,276,058</b>	<b>21,878,722</b>	<b>154</b>

1) Paracatu renewable percent is calculated based on the energy routed to Paracatu from three sources and is applied to total electricity consumed. Total electricity at Paracatu represents the power consumed at site.

## 2021 Electric Power from Renewable and Non-Renewable Sources (MWh)

	Total Electricity Consumed from Grid and Site Self-Generation	Total Grid Electricity Purchased from Renewable Sources	Total Grid Electricity Purchased from Non-Renewable Sources <sup>A</sup>	Total Site Electricity from Renewable Sources (self-generation)	Total Site Electricity from Non- Renewable Sources (self-generation)	% of Electric Power Sourced from Hydroelectric and Other Renewable
<b>Americas</b>						
Bald Mountain	48,390	9,576	38,184	0	0	20
Fort Knox	231,784	19,795	211,989	0	0	9
Paracatu	1,131,653	399,630	126,852	605,171 <sup>1</sup>	0	35
Round Mountain	204,697	46,835	157,862	0	0	23
<b>West Africa</b>						
Chirano (90%)	126,826	7,610	119,216	0	0	6
Tasiast	178,138	0	0	0	178,138	0
<b>Russia</b>						
Kupol/Dvoynoye	154,440	0	0	0	154,440	0
<b>Kinross Total</b>	<b>2,075,928</b>	<b>483,446</b>	<b>654,103</b>	<b>605,171<sup>2</sup></b>	<b>332,578</b>	<b>23</b>

1) Paracatu renewable percent is calculated based on the energy routed to Paracatu from three sources and is applied to total electricity consumed. Total electricity at Paracatu represents the power consumed at site. 2) Total site electricity from renewable sources includes the hydropower plants at Paracatu.

**Five-Year Total Energy Consumed (Direct and Indirect)** (gigajoules)

	2017	2018	2019	2020	2021
Direct Energy	13,729,000	14,720,000	15,289,607	15,034,901	<b>15,602,664</b>
Indirect Energy	5,470,000	6,602,000	6,301,889	6,397,975	<b>6,276,058</b>
<b>Total Energy Consumed</b>	<b>19,199,000</b>	<b>21,322,000</b>	<b>21,591,496</b>	<b>21,432,876</b>	<b>21,878,722</b>

**Five-Year Total Energy Intensity (Direct and Indirect)** (MJ/tonne of ore processed)

	2017	2018	2019	2020	2021
Direct Energy	110.4	104.2	112	108.4	<b>109.8</b>
Indirect Energy	44.0	46.7	46.2	46.1	<b>44.2</b>
<b>Total Energy Consumed (GJ)</b>	<b>154.4</b>	<b>150.9</b>	<b>158.2</b>	<b>154.5</b>	<b>153.9</b>

**Five-Year Energy Consumption: Direct and Indirect Energy by Source** (gigajoules)

	2017	2018	2019	2020	2021
<b>Direct Energy Consumption By Source</b>					
Direct Non-Renewable	13,729,000	14,720,000	15,289,607	15,034,901	<b>15,602,664<sup>A</sup></b>
Coal	0	0	0	0	<b>0</b>
Diesel	12,720,972	13,453,251	13,480,255	13,391,941	<b>14,165,593</b>
Furnace Oil	60,751	42,477	51,889	46,383	<b>41,308</b>
Waste Oil	0	0	0	0	<b>0</b>
Gasoline	102,921	82,232	94,362	84,257	<b>79,088</b>
Natural Gas	0	0	0	0	<b>0</b>
Propane	193,542	126,353	134,140	141,777	<b>105,004</b>
Heavy Fuel Oil	586,418	935,818	1,450,030	1,305,983	<b>1,110,235</b>
Aviation Fuel	64,012	79,696	78,930	64,560	<b>101,435</b>
Direct Renewable Energy Consumption	0	0	0	0	<b>0</b>
<b>Indirect Energy Consumption By Source</b>					
Grid Electricity from Renewable Sources (GJ)	n/r	n/r	2,923,728	2,782,789	<b>3,919,022<sup>A</sup></b>
Grid Electricity from Non-Renewable Sources (GJ)	5,470,000	6,602,000	3,378,161	3,615,188	<b>2,357,037<sup>A</sup></b>
Total Combined Direct and Indirect (Total Energy Consumption)	19,199,000	21,322,000	21,591,496	21,432,875	<b>21,878,722</b>

**Five-Year Total Electricity Consumption from Non-Renewable Sources** (gigajoules)

	2017	2018	2019	2020	2021
Total On-Site (Direct) Electricity Generated	867,078	1,044,574	1,324,208	1,303,741	<b>1,197,283</b>
Diesel Power	867,078	1,044,574	1,324,208	1,303,741	<b>1,197,283</b>
Heavy Fuel Oil and Waste Oil	0	0	0	0	<b>0</b>
Total On-Site (Direct) Electricity Sold	0	0	0	0	<b>0</b>
Total On-Site (Direct) Electricity Consumed	867,078	1,044,574	1,324,208	1,303,741	<b>1,197,283</b>

\* For all years, HFO is included in Diesel number as combined electricity output.

**Five-Year Direct Non-Renewable Energy Consumption by Source** (% of total consumption)

	2017	2018	2019	2020	2021
Coal	0.0	0.0	0.0	0.0	<b>0.0</b>
Diesel	92.7	91.4	88.2	89.1	<b>90.8</b>
Furnace Oil	0.4	0.3	0.3	0.3	<b>0.3</b>
Waste Oil	0.0	0.0	0.0	0.0	<b>0.0</b>
Gasoline	0.7	0.6	0.6	0.6	<b>0.5</b>
Natural Gas	0.0	0.0	0.0	0.0	<b>0.0</b>
Propane	1.4	0.9	0.9	0.9	<b>0.7</b>
Heavy Fuel Oil	4.3	6.4	9.5	8.7	<b>7.1</b>
Aviation Fuel	0.5	0.5	0.5	0.4	<b>0.7</b>

**2021 Significant Materials Use**

	Diesel Fuel (m <sup>3</sup> )	Heavy Fuel Oil (m <sup>3</sup> )	Cyanide (tonnes as CN)	Lime (tonnes)	Blasting Agents (tonnes)
<b>Americas</b>					
Bald Mountain	45,110	0	6,340	20,298	13,533
Fort Knox	67,869	0	2,318	15,917	16,544
Paracatu	53,146	0	3,259	2,926	29,572
Round Mountain	52,843	0	14,208	36,062	7,070
<b>West Africa</b>					
Chirano (90%)	11,582	0	611	3,994	1,869
Tasiast	81,723	27,771	2,069	7,978	15,614
<b>Russia</b>					
Kupol/Dvoinoeye	60,323	0	2,016	5,830	1,478
<b>Kinross Total</b>	<b>372,598</b>	<b>27,771</b>	<b>30,821</b>	<b>93,005</b>	<b>85,681</b>



# Water

## 2021 Water Summary by Site (m<sup>3</sup>)

	Total Water Withdrawn	Total Water Discharged	Total Water Consumed <sup>1</sup>	Total Water Used <sup>2</sup>	Total Water Recycled	% Recycled <sup>3</sup>
<b>Americas</b>						
Bald Mountain*	2,749,852	0	2,683,269	54,493,729	51,810,461	95%
Fort Knox	7,552,081	10,837,018	3,006,378	32,401,532	29,395,154	91%
Paracatu	58,795,866	3,092,279	45,200,842	116,932,308	71,731,465	61%
Round Mountain	16,841,579	10,045,445	6,797,146	100,095,806	93,298,660	93%
<b>West Africa</b>						
Chirano (90%)	2,476,076	80,741	1,824,869	5,352,162	3,527,293	66%
Tasiast**	3,665,838	0	3,764,609	5,229,749	1,465,140	28%
<b>Russia</b>						
Dvoynoye	28,480	23,495	4,985	4,985	0	0%
Kupol	813,905	791,739	546,308	2,366,762	1,820,454	77%
<b>Kinross Total</b>	<b>92,923,678</b>	<b>24,870,717</b>	<b>63,828,406</b>	<b>316,877,033</b>	<b>253,048,627</b>	<b>80%</b>

1) Total water consumed = withdrawn – discharged – net changes in storage. 2) Total Water Used = consumed + recycled. 3) % recycled = recycled/used.

\* Indicates water-stress region.

\*\* Tasiast does not withdraw water from freshwater sources. Salt/brackish water is used in processing.

## Five-Year Water Consumed, Recycled and Percentage Recycled (m<sup>3</sup>)

	2017	2018	2019	2020	2021
Water Consumed	54,487,000	60,506,000	54,630,121	59,892,564	<b>63,828,406</b>
Water Recycled	250,296,751	230,408,160	248,763,057	256,767,112	<b>253,048,627</b>
Percentage Recycled	83	79	82	81	<b>80<sup>A</sup></b>

## Five-Year Water Intensity (m<sup>3</sup>)

	2017	2018	2019	2020	2021
Water Intensity per Tonne Processed	437	427	398	432	<b>449<sup>A</sup></b>
Water Intensity per Ounce Produced	20,380	24,672	21,672	25,307	<b>30,872<sup>A</sup></b>
Water Intensity per Revenue Dollar (000's)	16,496	18,834	15,666	14,315	<b>17,238</b>

## Five-Year Water Summary (m<sup>3</sup>)

	2017	2018	2019	2020	2021
Groundwater <sup>1</sup>	18,659,000	27,405,000	36,758,854	33,645,858	<b>36,508,361<sup>A</sup></b>
Surface Water	13,911,000	16,220,000	14,439,474	14,094,421	<b>14,544,168<sup>A</sup></b>
Precipitation	27,731,000	33,483,000	24,258,028	39,874,129	<b>37,966,996</b>
Municipal – Third Party Sources	128,000	131,000	120,880	149,187	<b>165,417<sup>A</sup></b>
Waste Water	n/r	n/r	189,266	180,224	<b>172,742</b>
Salt/Brackish	3,664,000	4,365,000	4,641,549	4,395,965	<b>3,565,994<sup>A</sup></b>
Total Water Withdrawn from Water Stressed Areas	486,000	288,000	440,879	1,797,856	<b>2,771,665</b>
Total Water Withdrawn from Water Stressed Areas as a Percentage of Total Water (%)	n/r	n/r	1%	2%	<b>3%</b>
Total Fresh Water Withdrawn	60,429,000	77,239,000	75,577,236	87,763,595	<b>89,184,942</b>
Total Water Withdrawn	63,965,000	81,473,000	80,408,051	92,339,784	<b>92,923,678</b>
Discharged to Groundwater (Treated and Non-Treated)	4,470,000	5,227,000	11,296,047	10,876,076	<b>10,045,445<sup>A</sup></b>
Discharged to Surface Water (Treated and Non-Treated)	3,916,000	5,383,000	14,951,360	16,462,425	<b>14,825,272<sup>A</sup></b>
Total Water Discharged	8,386,000	10,610,000	26,247,407	27,338,501	<b>24,870,717</b>
Total Water Consumed (Total Withdrawn Minus Total Discharged)	54,487,000	60,506,000	54,345,325	59,892,564	<b>63,828,406</b>
Total Fresh Water Consumed (Total Fresh Withdrawn – Total Discharged – Net Change)	50,824,000	56,142,000	49,514,725	55,308,074	<b>60,089,670<sup>A</sup></b>
Water Consumed per Tonne of Ore Processed (Litres/Tonne)	437	427	398	432	<b>449<sup>A</sup></b>
Net Changes in Water Storage	1,219,000	10,487,000	-184,896	5,117,020	<b>4,224,555</b>
Recycled Water	250,296,751	230,408,160	248,763,057	256,767,112	<b>253,048,627</b>
Recycled Water Percentage (% of Water Consumed)	83%	79%	82%	81%	<b>80%<sup>A</sup></b>

n/r – not reported.

1) Significant increase in groundwater withdrawal is due to the Paracatu Acqua project which is a groundwater extraction system.

**2021 Water Withdrawal by Site** (m<sup>3</sup>)

	Groundwater (m <sup>3</sup> ) <sup>A</sup>	Surface Water (m <sup>3</sup> ) <sup>A</sup>	Precipitation (m <sup>3</sup> )	Municipal – Third Party Sources (m <sup>3</sup> ) <sup>A</sup>	Waste Water (m <sup>3</sup> )	Salt/Brackish (m <sup>3</sup> ) <sup>A</sup>	Total Other Water Withdrawn (m <sup>3</sup> )	Total Water Withdrawn (m <sup>3</sup> )	Total Water Withdrawn from Water Stressed Areas <sup>1</sup> (m <sup>3</sup> )	Total Water Withdrawn from Water Stressed Areas as a % of Total Water	Net Changes in Water Storage (m <sup>3</sup> )
<b>Americas</b>											
Bald Mountain	1,547,164	0	1,202,688	0	0	0	0	2,749,852	2,749,852	100%	66,583
Fort Knox	5,441,824	0	2,110,258	0	0	0	0	7,552,081	0	0%	(6,291,315)
Paracatu	12,915,143	13,519,890	32,217,229	143,604	0	0	0	58,795,866	0	0%	10,502,745
Round Mountain	16,182,337	0	659,242	0	0	0	0	16,841,579	0	0%	(1,012)
<b>West Africa</b>											
Chirano (90%)	113,027	872,365	1,490,685	0	0	0	0	2,476,076	0	0%	570,467
Tasiast	0	0	2,087	21,813	75,944	3,565,994	0	3,665,838	21,813	1%	(98,771)
<b>Russia</b>											
Dvoynoye	28,480	0	0	0	0	0	0	28,480	0	0%	0
Kupol	280,386	151,913	284,808	0	96,798	0	0	813,905	0	0%	(524,142)
<b>Kinross Total</b>	<b>36,508,361</b>	<b>14,544,168</b>	<b>37,966,996</b>	<b>165,417</b>	<b>172,742</b>	<b>3,565,994</b>	<b>0</b>	<b>92,923,678</b>	<b>2,771,665</b>	<b>3%</b>	<b>4,224,555</b>

1) See page 47.

**2021 Water Discharged by Site** (m<sup>3</sup>)

	Non-Treated To Groundwater <sup>A</sup>	Non-Treated To Surface Water <sup>A</sup>	Treated To Groundwater <sup>A</sup>	Treated To Surface Water <sup>A</sup>	Total Water Discharged
<b>Americas</b>					
Bald Mountain	0	0	0	0	0
Fort Knox	0	0	0	10,837,018	10,837,018
Paracatu	0	2,158,008	0	934,271	3,092,279
Round Mountain	10,045,445	0	0	0	10,045,445
<b>West Africa</b>					
Chirano (90%)	0	0	0	80,741	80,741
Tasiast	0	0	0	0	0
<b>Russia</b>					
Dvoynoye	0	0	0	23,495	23,495
Kupol	0	0	0	791,739	791,739
<b>Kinross Total</b>	<b>10,045,445</b>	<b>2,158,008</b>	<b>0</b>	<b>12,667,264</b>	<b>24,870,717</b>

**2021 Total Treated Water Discharged by Site** (m<sup>3</sup>)

	Discharge By Active Treatment	Discharge By Passive Treatment	Total Treated Water Discharged
<b>Americas</b>			
Bald Mountain	0	0	0
Fort Knox	10,837,018	0	10,837,018
Paracatu	0	934,271	934,271
Round Mountain	0	0	0
<b>West Africa</b>			
Chirano (90%)	80,741	0	80,741
Tasiast	0	0	0
<b>Russia</b>			
Dvoynoye	23,495	0	23,495
Kupol	465,644	326,095	791,739
<b>Kinross Total</b>	<b>11,406,898</b>	<b>1,260,366</b>	<b>12,667,264</b>



# Tailings and Waste Rock

## 2021 Site Level Waste Rock Generated by Type (tonnes)

	Total Waste Rock Mined <sup>A</sup>	Potentially Acid-Generating Waste Rock	Non-Potentially Acid-Generating Waste Rock	% of Waste Rock That is Geochemically Active
<b>Americas</b>				
Bald Mountain	38,436,154	1,879,593	55,619,247	5
Fort Knox	34,867,494	0	34,430,831	0
Paracatu	44,004,701	11,001,175	33,003,526	25
Round Mountain	62,489,409	22,899,805	69,956,160	37
<b>West Africa</b>				
Chirano (90%)	6,460,708	0	6,535,281	0
Tasiast	59,227,731	0	56,883,396	0
<b>Russia</b>				
Dvoinoye	0	0	0	0
Kupol	582,148	582,147	0	100
<b>Kinross Total</b>	<b>246,068,345</b>	<b>36,362,720</b>	<b>256,428,441</b>	<b>15</b>

## Five-Year Total Tailings Produced (tonnes)

	2017	2018	2019	2020	2021 <sup>A</sup>
<b>Americas</b>					
Bald Mountain	0	0	0	0	<b>0</b>
Fort Knox	12,470,000	10,154,000	8,079,908	9,155,563	<b>8,060,058</b>
Paracatu	37,623,000	54,141,000	57,621,487	54,255,106	<b>60,046,184</b>
Round Mountain	3,659,000	3,652,000	3,640,759	3,823,712	<b>4,080,165</b>
<b>West Africa</b>					
Chirano (90%)	3,094,000	3,156,000	3,111,459	2,947,722	<b>3,090,078</b>
Tasiast	3,044,000	3,734,000	5,226,029	5,349,083	<b>3,732,525</b>
<b>Russia</b>					
Kupol/Dvoinoye	1,733,000	1,721,000	1,723,000	1,846,476	<b>1,696,916</b>
<b>Kinross Total</b>	<b>61,623,000</b>	<b>76,558,000</b>	<b>79,402,642</b>	<b>77,377,662</b>	<b>80,705,926</b>

## Five-Year Total Waste Rock Mined (tonnes)

	2017	2018	2019	2020	2021 <sup>A</sup>
<b>Americas</b>					
Bald Mountain	45,699,000	43,686,000	55,892,129	53,310,746	<b>38,436,154</b>
Fort Knox	28,481,000	39,221,000	48,008,353	36,222,348	<b>34,867,494</b>
Paracatu	18,860,000	26,435,000	28,163,802	27,397,924	<b>44,004,701</b>
Round Mountain	25,574,000	54,806,000	63,195,157	65,457,573	<b>62,489,409</b>
<b>West Africa</b>					
Chirano (90%)	3,065,000	451,000	7,462,924	5,782,931	<b>6,460,708</b>
Tasiast	68,554,000	79,245,000	80,539,091	53,298,848	<b>59,227,731</b>
<b>Russia</b>					
Dvoinoye	1,943,000	445,000	378,000	80,760	<b>0</b>
Kupol	646,000	616,000	259,000	618,984	<b>582,148</b>
<b>Kinross Total</b>	<b>192,822,000</b>	<b>244,905,000</b>	<b>283,898,456</b>	<b>242,170,114</b>	<b>246,068,345</b>

## 2021 Tailings Facilities

Total Active Tailings Facilities (#)	10
Total Inactive Tailings Facilities (#)	7
Closed Facilities (#)	5



# Biodiversity and Land Use

## 2021 Land Disturbance or Rehabilitation (ha)

	Total Mining Concession Area	Total Land Area Occupied by Operational Activities	Total Land Disturbed and Not Yet Reclaimed at Beginning of FY	Land Newly Disturbed During FY	Land Reclaimed During FY	Land Disturbed and Not Yet Reclaimed at End of FY
<b>Americas</b>						
Bald Mountain	53,345	5,525	3,515	236	2	3,750
Fort Knox	21,475	2,244	2,041	159	1	2,199
Paracatu	1,917	3,555	3,464	82	78	3,469
Round Mountain	6,197	3,659	3,655	4	0	3,659
<b>West Africa</b>						
Chirano (100%)	4,566	2,894	2,802	13	11	2,804
Tasiast	31,188	3,602	3,206	45	0	3,251
<b>Russia</b>						
Dvoynoye	3,161	3,430	688	0	0	688
Kupol	1,049	1,484	1,168	74	13	1,229
<b>Kinross Total</b>	<b>122,898</b>	<b>26,392</b>	<b>20,539</b>	<b>613</b>	<b>105</b>	<b>21,048</b>

## 2021 Biodiversity

	Land Area Protected by Kinross (ha)	Habitat Areas Restored (ha)	Sites with Biodiversity Assessments	Sites with Biological Resource Management Plans	Total Land Area Assessed for Biodiversity (ha)	# of Sites That Contain or are Adjacent to Areas of Important Global/National Biodiversity	Total Land Area of Sites Adjacent to Areas of Important Global/National Biodiversity (ha)
<b>Americas</b>							
Bald Mountain	8,357	2	1	1	17,173	1	17,173
Fort Knox	0	1	1	1	0	0	0
Paracatu	5,241	78	1	1	5,241	1	23,407
Round Mountain	0	0	1	1	6,224	0	0
<b>West Africa</b>							
Chirano (100%)	0	11	1	1	3,824	1	2,504
Tasiast	0	0	1	1	3,188	1	20,000
<b>Russia</b>							
Dvoynoye	0	0	1	1	82	0	0
Kupol	0	0	1	1	194	0	0
<b>Kinross Total</b>	<b>13,598</b>	<b>92</b>	<b>8</b>	<b>8</b>	<b>35,927</b>	<b>4</b>	<b>63,084</b>

**2021 IUCN Red-Listed Species by Level of Extinction Risk** (# of species)

	IUCN Red-Listed Species	Critically Endangered	Endangered	Vulnerable	Near Threatened	Least Concern
<b>Americas</b>						
Bald Mountain	388	0	2	7	6	373
Fort Knox	234	0	1	5	5	223
Paracatu	864	1	6	26	23	808
Round Mountain	398	0	2	8	4	384
<b>West Africa</b>						
Chirano (100%)	1,097	8	8	21	35	1,025
Tasiast	201	0	3	2	5	191
<b>Russia</b>						
Dvoynoye	148	0	1	6	6	135
Kupol	166	1	1	5	7	152
<b>Kinross Total</b>	<b>3,496</b>	<b>10</b>	<b>24</b>	<b>80</b>	<b>91</b>	<b>3,291</b>

## Waste

**Five-Year Estimated Total Hazardous/Non-Hazardous Waste Generated** (tonnes)

	2017	2018	2019	2020	2021
Total Hazardous Waste	487	830	3,766	5,970	<b>5,230</b>
Total Non-Hazardous Waste	18,104	19,279	38,705	36,793	<b>28,419</b>
Percent Recycled Waste	52	39	36	33	<b>50</b>

**2021 Aggregated Total of Hazardous and Non-Hazardous Waste** (tonnes)

Total Waste Generated (hazardous & non-hazardous)	33,649.2 <sup>A</sup>
Total Waste Disposed (hazardous & non-hazardous)	15,023.8 <sup>A</sup>
Total Waste Incinerated (hazardous & non-hazardous)	1,795.9
Total Waste Recycled (hazardous & non-hazardous)	16,829.6 <sup>A</sup>

**2021 Hazardous Waste Weight Estimates by Type** (tonnes)

	Total Hazardous Waste Generated <sup>A</sup>	Total Hazardous Waste Treated/ Disposed of On-Site <sup>A</sup>	Total Hazardous Waste Treated/ Disposed of Off-Site <sup>A</sup>	Total Hazardous Waste Incinerated With Energy	Total Hazardous Waste Incinerated Without Energy	Total Hazardous Waste Recycled <sup>A</sup>
<b>Americas</b>						
Bald Mountain	36.2	0.0	36.0	0.0	0.1	0.2
Fort Knox	4.8	0.0	4.5	0.0	0.0	0.3
Paracatu	2,641.3	729.1	568.9	336.8	1.0	1,005.5
Round Mountain	29.6	0.0	29.6	0.0	0.0	0.0
<b>West Africa</b>						
Chirano (100%)	222.8	0.0	0.0	0.0	0.0	222.8
Tasiast	1,884.5	26.8	0.0	0.0	2.0	1,855.7
<b>Russia</b>						
Dvoynoye	23.8	0.0	23.8	0.0	0.0	0.0
Kupol	387.2	39.0	348.1	0.0	0.0	0.0
<b>Kinross Total</b>	<b>5,230.2</b>	<b>795.0</b>	<b>1,010.9</b>	<b>336.8</b>	<b>3.1</b>	<b>3,084.5</b>

**2021 Non-Hazardous Waste Weight Estimates by Type** (tonnes)

	Total Non-Hazardous Waste Generated <sup>A</sup>	Total Non-Hazardous Waste Treated/ Disposed of -Site <sup>A</sup>	Total Non-Hazardous Waste Treated/ Disposed of Off-Site <sup>A</sup>	Total Non-Hazardous Waste Incinerated With Energy	Total Non-Hazardous Waste Incinerated Without Energy	Total Non-Hazardous Waste Recycled <sup>A</sup>
<b>Americas</b>						
Bald Mountain	4,605.3	3,970.9	6.4	0.0	0.0	628.0
Fort Knox	2,315.8	550.1	64.4	0.0	0.0	1,701.3
Paracatu	11,481.6	892.0	1,098.0	0.0	0.0	9,491.6
Round Mountain	4,499.4	2,750.0	34.4	0.0	0.0	1,715.0
<b>West Africa</b>						
Chirano (100%)	538.5	350.2	0.0	0.0	0.0	188.3
Tasiast	3,298.0	1,757.0	64.0	0.0	1,456.0	21.0
<b>Russia</b>						
Dvoynoye	283.3	141.7	141.6	0.0	0.0	0.0
Kupol	1,397.3	966.9	430.4	0.0	0.0	0.0
<b>Kinross Total</b>	<b>28,419.1</b>	<b>11,378.7</b>	<b>1,839.2</b>	<b>0.0</b>	<b>1,456.0</b>	<b>13,745.1</b>



# Air Emissions

## 2021 Air Emissions – Gas by Site (tonnes)

	SO <sub>x</sub> <sup>A</sup>	NO <sub>x</sub> <sup>A</sup>
<b>Americas</b>		
Bald Mountain	1	279
Fort Knox	2	420
Paracatu	45	329
Round Mountain	1	327
<b>West Africa</b>		
Chirano (90%)	97	72
Tasiast	875	673
<b>Russia</b>		
Kupol/Dvoinoye	55	373
<b>Kinross Total</b>	<b>1,076</b>	<b>2,473</b>

## Five-Year Air Emissions – Gas (tonnes)

	2017	2018	2019	2020	2021 <sup>A</sup>
NO <sub>x</sub>	2,159	2,331	2,413	2,377	<b>2,473</b>
SO <sub>x</sub>	713	938	1,237	1,129	<b>1,076</b>

## 2021 Air Quality by Site (tonnes)

	Mercury (Hg)	Arsenic (As)	Lead (Pb)	Selenium (Se)	VOC	Particulate Matter (PM)	Carbon Monoxide
<b>Americas</b>							
Bald Mountain	0.0000036	0.0000006	0.0000005	0.0000020	5.6767900	7.9336600	<b>16.7455200</b>
Fort Knox	0.0002681	0.0000065	0.0002676	0.0002336	n/r	1.0900000	<b>2.2700000</b>
Paracatu	0.0022000	0.0217000	0.1936000	0.0108000	n/r	10.4700000	<b>46.7900000</b>
Round Mountain	0.0001139	0.0001170	0.0000866	0.0010926	3.0500000	107.5700000	<b>1.4800000</b>
<b>West Africa</b>							
Chirano (90%)	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	<b>0.0000000</b>
Tasiast	0.0000060	0.0145750	0.0211380	0.0165330	0.4448070	64.7306620	<b>68.5768580</b>
<b>Russia</b>							
Kupol/Dvoinoye	0.0000110	0.0000139	0.0000180	0.0000148	165.2600000	89.1660000	<b>0.0000000</b>
<b>Kinross Total</b>	<b>0.0026026</b>	<b>0.0364130</b>	<b>0.2151107</b>	<b>0.0286760</b>	<b>174.4315970</b>	<b>280.9603220</b>	<b>135.8623780</b>



# Community Engagement

## Five-Year Stakeholder Engagement Summary

	Grievances and Issues Recorded on Site Registers	Stakeholder Interactions	Stakeholders Engaged Per Day	Community Feedback (# of expressions)	
				Negative <sup>1</sup>	Positive <sup>2</sup>
2017	10	114,000	35	497	4,639
2018	7	94,198	33	389	3,498
2019	14	90,303	31	683	3,571
2020	12	104,930	36	464	5,265
<b>2021</b>	<b>21</b>	<b>96,302</b>	<b>33</b>	<b>433</b>	<b>7,329</b>

1) Includes negative complaints, grievances, feedback and press mentions. 2) Includes positive feedback and press mentions.

## 2021 Complaints, Grievances, and Issues Recorded on Site Registers (# by Level)

	Level 1 (Generic Stakeholder Complaint)	Level 2 (Grievances) <sup>A</sup>	Level 3 (Community Issues) <sup>A</sup>	Level 4 (Significant Incidents)	Level 5 (Major Incidents)
<b>Americas</b>					
Bald Mountain	4	3	0	0	0
Fort Knox	1	0	0	0	0
Chile	17	3	0	0	0
Paracatu	118	2	1	0	0
Round Mountain	1	0	0	0	0
<b>West Africa</b>					
Chirano (100%)	6	9	1	0	0
Tasiast	11	2	0	0	0
<b>Russia</b>					
Kupol/Dvoinoeye	0	0	0	0	0
<b>Kinross Total</b>	<b>158</b>	<b>19</b>	<b>2</b>	<b>0</b>	<b>0</b>

## 2021 Grievances by Category (Level 2 and Above) (#)

Accounts payable	0
Air quality/dust	1
Blast events	4
Business partners (contractors)	0
Compensation practices	0
Employment	3
Environment	2
Land access	1
Noise	0
Other (miscellaneous)	7
Resettlement	0
Transportation Incidents (speeding)	3
Workforce behaviour	0
<b>Kinross Total</b>	<b>21</b>



# Workforce

## Five-Year Employees by Site (# of employees)

	2017	2018	2019	2020	2021
<b>Americas</b>					
Bald Mountain	546	578	607	591	<b>607</b>
Chile <sup>1</sup>	278	256	150	307	<b>536</b>
Corporate & Other Offices <sup>2</sup>	348	377	354	368	<b>380</b>
Fort Knox	625	621	658	687	<b>710</b>
Paracatu <sup>3</sup>	1,632	1,701	1,616	1,702	<b>1,759</b>
Round Mountain	804	861	887	880	<b>864</b>
<b>West Africa</b>					
Chirano (100%)	1,061	1,037	1,037	930	<b>928</b>
Tasiast <sup>4</sup>	1,183	1,293	1,267	1,225	<b>1,210</b>
<b>Russia</b>					
Kupol/Dvoynoye	2,204	2,186	2,225	2,054	<b>1,943</b>
Russian Offices & Projects <sup>5</sup>	168	228	166	207	<b>385</b>
<b>Kinross Total</b>	<b>8,849</b>	<b>9,138</b>	<b>8,967</b>	<b>8,951</b>	<b>9,322</b>

1) Chile includes: Copiapó, La Coipa, Maricunga and Santiago. 2) Corporate & Other Offices includes: Corporate and Kettle River and Las Palmas. 3) Paracatu includes Paracatu and Belo. 4) Tasiast includes: Tasiast and Nouakchott. 5) Russian Offices & Projects includes: Russian Offices and Udinsk/Khabarovsk.

## Five-Year Contractors by Site (# of contractors)

	2017	2018	2019	2020	2021
<b>Americas</b>					
Bald Mountain	158	499	191	194	<b>222</b>
Chile <sup>1</sup>	629	1,078	464	512	<b>1,208</b>
Corporate & Other Offices <sup>2</sup>	56	55	68	116	<b>92</b>
Fort Knox	68	36	60	84	<b>93</b>
Paracatu	1,934	2,023	2,385	2,942	<b>3,197</b>
Round Mountain	236	415	234	153	<b>128</b>
<b>West Africa</b>					
Chirano (100%)	838	896	1,355	1,300	<b>1,427</b>
Tasiast	2,677	2,692	2,448	2,204	<b>2,873</b>
<b>Russia</b>					
Kupol/Dvoynoye	272	256	309	293	<b>126</b>
Udinsk/Khabarovsk	n/r	n/r	n/r	n/r	<b>92</b>
<b>Kinross Total</b>	<b>6,868</b>	<b>7,950</b>	<b>7,514</b>	<b>7,798</b>	<b>9,458</b>

1) Chile includes: La Coipa and Maricunga. 2) Corporate & Other Offices includes: Corporate, exploration and Kettle River.

**2021 Employees by Age** (# of employees)

	<30	30 to 50	51+	Total
<b>Americas</b>				
Bald Mountain	137	306	164	<b>607</b>
Chile <sup>1</sup>	47	346	143	<b>536</b>
Corporate & Other Offices <sup>2</sup>	50	229	101	<b>380</b>
Fort Knox	133	431	146	<b>710</b>
Paracatu <sup>3</sup>	383	1,281	95	<b>1,759</b>
Round Mountain	210	412	242	<b>864</b>
<b>West Africa</b>				
Chirano (100%)	108	678	142	<b>928</b>
Tasiast <sup>4</sup>	79	1,000	131	<b>1,210</b>
<b>Russia</b>				
Kupol/Dvoynoye	183	1,319	441	<b>1,943</b>
Russian Offices & Projects <sup>5</sup>	63	268	54	<b>385</b>
<b>Kinross Total</b>	<b>1,393</b>	<b>6,270</b>	<b>1,659</b>	<b>9,322</b>

1) Chile includes: Copiapó, La Coipa, Maricunga and Santiago. 2) Corporate & Other Offices includes: Corporate, Denver, Kettle River, Reno, Las Palmas and Netherlands. 3) Paracatu includes: Paracatu and Belo. 4) Tasiast includes: Tasiast and Nouakchott. 5) Russian Offices & Projects includes: Magadan, Moscow and Udinsk/Khabarovsk.

**Five-Year Employees by Age** (# of employees)

	2017	2018	2019	2020	2021
<30	1,574	1,578	1,525	1,410	<b>1,393</b>
30 to 50	5,599	5,969	5,888	5,955	<b>6,270</b>
51+	1,676	1,546	1,554	1,586	<b>1,659</b>
<b>Kinross Total*</b>	<b>8,849</b>	<b>9,093</b>	<b>8,967</b>	<b>8,951</b>	<b>9,322</b>

\* Total employee numbers may differ from totals in other tables due to calculation methods.

**2021 Employees by Gender** (# of employees)

	Female	Male	Total
<b>Americas</b>			
Bald Mountain	83	524	<b>607</b>
Chile <sup>1</sup>	56	480	<b>536</b>
Corporate & Other Offices <sup>2</sup>	162	218	<b>380</b>
Fort Knox	71	639	<b>710</b>
Paracatu <sup>3</sup>	159	1,600	<b>1,759</b>
Round Mountain	202	662	<b>864</b>
<b>West Africa</b>			
Chirano (100%)	76	852	<b>928</b>
Tasiast <sup>4</sup>	55	1,155	<b>1,210</b>
<b>Russia</b>			
Kupol/Dvoynoye	144	1,799	<b>1,943</b>
Russian Offices & Projects <sup>5</sup>	133	252	<b>385</b>
<b>Kinross Total</b>	<b>1,141</b>	<b>8,181</b>	<b>9,322</b>

1) Chile includes: Copiapó, La Coipa, Maricunga and Santiago. 2) Corporate & Other Offices includes: Corporate, Denver, Kettle River, Reno, Las Palmas and Netherlands. 3) Paracatu includes: Paracatu and Belo. 4) Tasiast includes: Tasiast and Nouakchott. 5) Russian Offices & Projects includes: Magadan, Moscow and Udinsk/Khabarovsk.

**Five-Year Employees by Gender** (# of employees)

	2017	2018	2019	2020	2021 <sup>A</sup>
Female	974	1,031	1,063	1,081	<b>1,141</b>
Male	7,875	8,062	7,904	7,870	<b>8,181</b>
<b>Kinross Total</b>	<b>8,849</b>	<b>9,093</b>	<b>8,967</b>	<b>8,951</b>	<b>9,322</b>

**2021 USA Workforce by Race** (# and % of employees)

	# FTE Total	% of Mgmt	% of Total USA Workforce
Asian	24	2	1
Black/African American	37	0	2
Hispanic/Latino	182	0	8
White	1,841	95	84
Indigenous/Native	82	1	4
Other	28	2	1

**2021 Total Workforce by Employment Type** (# of employees)

	Americas		Russia		West Africa		Kinross Total	
	Male	Female	Male	Female	Male	Female	Male	Female
VP and above	37	6	5	2	5	1	47	9
Director	81	19	27	6	21	5	129	30
Staff	812	339	39	170	539	82	1,390	591
Operator	3,175	344	1,541	37	1,452	64	6,168	445
Part Time	1	2	0	0	0	0	1	2
Temporary	3	1	439	62	4	1	446	64
<b>Kinross Total</b>	<b>4,109</b>	<b>711</b>	<b>2,051</b>	<b>277</b>	<b>2,021</b>	<b>153</b>	<b>8,181</b>	<b>1,141</b>

**2021 Workforce Composition (Employees)** (# and % of employees)

	Expat (#)	Expat (%)	National (#)	National (%)
<b>Americas</b>				
Bald Mountain	2	0	605	100
Chile <sup>1</sup>	2	0	534	100
Corporate & Other Offices <sup>2</sup>	16	4	364	96
Fort Knox	3	0	707	100
Paracatu <sup>3</sup>	4	0	1,755	100
Round Mountain	1	0	863	100
<b>West Africa</b>				
Chirano (100%)	10	1	918	99
Tasiast <sup>4*</sup>	38	3	1,172	97
<b>Russia</b>				
Kupol/Dvoinoye	14	1	1,929	99
Russian Offices & Projects <sup>5</sup>	23	6	362	94
<b>Kinross Total</b>	<b>113</b>	<b>1</b>	<b>9,209</b>	<b>99</b>

1) Chile includes: Copiapó, La Coipa, Maricunga and Santiago. 2) Corporate & Other Offices includes: Corporate, Denver, Kettle River, Reno, Las Palmas and Netherlands.

3) Paracatu includes: Paracatu and Belo. 4) Tasiast includes: Tasiast and Nouakchott. 5) Russian Offices & Projects includes: Magadan, Moscow and Udinsk/Khabarovsk.

\* 20 of 27 agreed expat positions have been filled; other expats are related to projects and other services.

**2021 National Employees by Country** (% of management, % total workforce)

	Management	Total Workforce <sup>A</sup>
<b>Country</b>		
Brazil	98.8	<b>99.8</b>
Chile	98.0	<b>99.6</b>
Ghana	93.5	<b>98.9</b>
Mauritania	69.7	<b>96.9</b>
Russia	91.6	<b>98.4</b>
United States	98.2	<b>99.7</b>
<b>Kinross Total</b>	<b>92.1</b>	<b>98.9</b>

**2021 Management Local and National Employee Representation** (# and % of employees)

	Expat	Expat Percentage of All Management Employees (%)	National (Incl Local)	National Percentage of All Management Employees (%)
<b>Americas</b>				
Bald Mountain	1	5	21	95
Chile <sup>1</sup>	1	2	49	98
Corporate & Other Offices <sup>2</sup>	8	4	199	96
Fort Knox	1	3	29	97
Paracatu <sup>3</sup>	1	1	80	99
Round Mountain	0	0	36	100
<b>West Africa</b>				
Chirano (100%)	3	70	43	93
Tasiast <sup>4*</sup>	20	30	46	70
<b>Russia</b>				
Kupol/Dvoinoye	6	6	93	94
Russian Offices & Projects <sup>5</sup>	9	11	70	89
<b>Kinross Total</b>	<b>50</b>	<b>7</b>	<b>666</b>	<b>93</b>

1) Chile includes: Copiapó, La Coipa, Maricunga and Santiago. 2) Corporate & Other Offices includes: Corporate, Denver, Kettle River, Reno, Las Palmas and Netherlands.

3) Paracatu includes: Paracatu and Belo. 4) Tasiast includes: Tasiast and Nouakchott. 5) Russian Offices & Projects includes: Magadan, Moscow and Udinsk/Khabarovsk.

\* 20 of 27 agreed expat positions have been filled; other expats are related to projects and other services.

**Five-Year Employees Covered by Collective Bargaining Agreements** (% of employees)

	2017	2018	2019	2020	2021
Brazil	94	82	85	83	<b>83</b>
Canada	0	0	0	0	<b>0</b>
Chile	51	50	33	43	<b>65</b>
Ghana	70	92	91	100	<b>92</b>
Mauritania	95	95	95	97	<b>97</b>
Russia	0	0	0	0	<b>0</b>
United States	0	0	0	0	<b>0</b>
<b>Kinross Total</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>41</b>	<b>41</b>

**2021 Ratio of Average Female Salary to Average Male Salary by Category**

	Senior Mgmt	Mgmt	Non-Mgmt
Ratio Female/Male Average Salary	0.87	0.94	1.33

**2021 Ratio of Average Female Salary to Average Male Salary by Region**

	West Africa	Americas	Russia
Ratio Female/Male Average Salary	1.19	1.11	1.30

**Five-Year CEO to Full-Time Employee Salary**

	2017	2018	2019	2020	2021
CEO Salary to Median FTE Salary	n/r	74	80	73	<b>66</b>
CEO Salary to Mean FTE Salary (USD)	31	29	29	31	<b>32</b>
CEO Salary to Mean FTE Salary (EURO)	31	29	29	31	<b>32</b>

**2021 Gender Pay Indicators**

Employee Level (US\$)	Avg Female Salary	Avg Male Salary
% coverage	100	100
Exec (base salary only)	239,624	275,419
Exec level (base salary + other cash incentives)	362,066	443,136
Management level (base salary)	95,560	101,453
Management level (base salary + other cash incentives)	119,478	129,181
Non-Management level	41,914	31,627

**Five-Year Strikes or Lockouts** (# of strikes or lockouts)

	2017	2018	2019	2020	2021
<b>Americas</b>					
Bald Mountain	0	0	0	0	<b>0</b>
Chile	0	0	0	0	<b>0</b>
Fort Knox	0	0	0	0	<b>0</b>
Paracatu	0	0	0	0	<b>0</b>
Round Mountain	0	0	0	0	<b>0</b>
<b>West Africa</b>					
Chirano (100%)	0	0	0	0	<b>0</b>
Tasiast	0	0	0	1	<b>0</b>
<b>Russia</b>					
Kupol/Dvoynoye	0	0	0	0	<b>0</b>
<b>Kinross Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>

**Five-Year Female Representation by Category** (% of female employees)

	2017	2018	2019	2020	2021
Board of Directors*	33	33	33	33	<b>33</b>
Senior Management	16	15	14	17	<b>15</b>
Management	17	18	18	19	<b>19</b>
Junior Management	18	16	18	19	<b>18</b>
Non-Management	11	11	11	12	<b>12</b>
Revenue Generating Positions	7	7	8	8	<b>8</b>
STEM Positions (as % of STEM positions)	n/r	n/r	n/r	14	<b>14</b>

\* Refer to Management Information Circular issued in the subsequent year in advance of the annual shareholders' meeting.

**Five-Year Female/Male Management** (as a % of management)

	2017	2018	2019	2020	2021
Female	16	16	18	19	<b>19</b>
Male	83	84	82	81	<b>81</b>



## 2021 Average Salary Compared to Minimum Wage and Living Wage<sup>1</sup> by Country

	Ratio of Avg Kinross Base Salary to Local Min Wage	Ratio of Lowest Kinross Base Salary to Living Wage
Brazil	1.27	1.06
Canada	1.43	1.03
Chile	2.43	2.03
Ghana	10.76	6.43
Mauritania <sup>2</sup>	6.81	n/a
Russia <sup>3</sup>	3.32	3.12
United States <sup>4,5</sup>	1.63	1.08

1) Living wage data source: <https://tradingeconomics.com>, most recent data is for 2019, no living wage data available for Mauritania. 2) For Mauritania, the minimum wage data were used (<https://fr.countryeconomy.com/marche-du-travail/salaire-minimum-national/mauritanie>). 3) Russia represents minimum wage for Far East region. 4) Wage data converted from local currency to USD at current rates. 5) Minimum wage in the USA varies depending on the state: Washington is \$13.50 per hr., Nevada is \$8.25 per hr. and Alaska is \$9.89 hr. Value indicated is the average of three different states.

## 2021 Turnover by Region (% of turnover)

	Voluntary	Involuntary	Total
Americas	9.5	5.3	14.8
West Africa	2.9	1.4	4.4
Russia	6.0	6.7	12.7
<b>Kinross Total</b>	<b>7.2</b>	<b>4.7</b>	<b>11.9</b>

\* Full time Employees Only.

## Four-Year Turnover Rate (Voluntary and Involuntary) by Age (% of turnover)

	2018	2019	2020	2021
<b>&lt;30</b>				
Voluntary	7.5	6.1	5.6	<b>11.5</b>
Involuntary	5.0	7.8	6.0	<b>4.2</b>
<b>&lt;30 Total</b>	<b>12.5</b>	<b>13.9</b>	<b>11.6</b>	<b>15.7</b>
<b>30-50</b>				
Voluntary	4.6	4.8	3.7	<b>5.7</b>
Involuntary	3.8	5.6	5.6	<b>3.8</b>
<b>30-50 Total</b>	<b>8.4</b>	<b>10.4</b>	<b>9.3</b>	<b>9.5</b>
<b>51+</b>				
Voluntary	8.1	8.1	7.7	<b>9.7</b>
Involuntary	5.6	7.5	8.8	<b>8.0</b>
<b>51+ Total</b>	<b>13.7</b>	<b>15.7</b>	<b>16.5</b>	<b>17.7</b>

## 2021 Turnover Rate (Voluntary and Involuntary) by Management Level (% of turnover)

Senior Management	11.9
Management	14.5
Junior Management	14.6

## Five-Year Turnover Rate (% of turnover)

	2017	2018	2019	2020	2021 <sup>A</sup>
Voluntary	6.5	5.7	6.3	4.7	<b>7.2</b>
Involuntary	12.0	4.3	5.6	6.2	<b>4.7</b>
<b>Kinross Total</b>	<b>18.5</b>	<b>10.0</b>	<b>11.9</b>	<b>10.9</b>	<b>11.9</b>

## Five-Year Turnover Rate (Voluntary and Involuntary) by Gender (% of turnover)

	2017	2018	2019	2020	2021
<b>Males</b>					
Voluntary	6.2	5.1	5.9	4.3	<b>6.7</b>
Involuntary	11.9	4.2	5.6	6.3	<b>4.7</b>
<b>Male Total</b>	<b>18.3</b>	<b>9.2</b>	<b>11.5</b>	<b>10.5</b>	<b>11.4</b>
<b>Females</b>					
Voluntary	9.7	10.6	9.3	8.4	<b>11.1</b>
Involuntary	10.8	5.1	5.4	5.7	<b>4.5</b>
<b>Female Total</b>	<b>22.5</b>	<b>15.7</b>	<b>14.7</b>	<b>14.1</b>	<b>15.7</b>

**2021 New Hires by Site** (# and % of new hires)

	Total New Hires	% of Total Employee Population
<b>Americas</b>		
Bald Mountain	173	28.5
Copiapó	5	13.9
Corporate <sup>1</sup>	35	12.9
Fort Knox	116	16.3
Kettle River	4	17.4
La Coipa	300	62.9
Maricunga	1	6.3
Paracatu	269	15.3
Round Mountain	150	17.4
<b>West Africa</b>		
Chirano (100%)	31	3.3
Tasiast	12	1.1
<b>Russia</b>		
Kupol/Dvoinoye	79	4.1
Udinsk/Khabarovsk	22	11.6
<b>Kinross Total</b>	<b>1,197</b>	<b>12.8</b>

1) Toronto office only.

**Five-Year New Hires by Management Level** (# of new hires)

	2017	2018	2019	2020	2021
Senior Management	22	18	10	1	<b>1</b>
Management	69	61	47	59	<b>66</b>
Junior Management	47	43	37	53	<b>59</b>
Non-Management	804	973	773	962	<b>1,130</b>

**Five-Year Human Rights and Security Training** (% trained)

	2017	2018	2019	2020	2021
Security personnel who completed human rights and security training	98	100	99	96	<b>94</b>

**Five-Year New Hires by Age**

	<30		30-50		51+		Kinross Total	
	#	%	#	%	#	%	#	%
2017	331	24	449	8	93	6	873	10
2018	397	28	539	9	98	7	1,034	12
2019*	314	23	407	7	99	7	820	10
2020*	336	27	558	10	128	8	1,022	12
<b>2021*</b>	<b>336</b>	<b>28</b>	<b>698</b>	<b>12</b>	<b>163</b>	<b>10</b>	<b>1,197</b>	<b>14</b>

\* 2019-2021 new hires are calculated over full-time headcount only.

**Five-Year New Hires by Gender** (# of new hires, % of employees)

	Male		Female		Kinross Total	
	#	%	#	%	#	%
2017	750	9.5	123	12.6	873	9.9
2018*	1,283	15.9	282	27.4	1,565	17.2
2019**	670	8.5	150	14.1	820	9.1
2020**	871	11.1	151	14.0	1,022	11.4
<b>2021**</b>	<b>1,010</b>	<b>12.3</b>	<b>187</b>	<b>16.4</b>	<b>1,197</b>	<b>12.8</b>

\* For 2018, all new hires were included (full time and temporary).

\*\* Percent is calculated over total headcount, including full time and temporary.

**Four-Year Open Positions Filled Internally** (# of positions filled)

	2018	2019	2020	2021
Total Positions Filled	n/r	763	904	<b>974</b>
Positions Filled by Internal Candidates	55	53	49	<b>72</b>
Open Positions Filled by Internal Candidates Percentage	4.0%	6.9%	5.4%	<b>7.4%</b>

**Four-Year Training and Development Highlights** (# of employees, hours, and total investment)

	2018	2019	2020	2021
Employees Trained Per Year (#)	7,260	7,316	5,471	<b>7,026</b>
Number of Hours Per Year (#)	158,742	210,967	269,855	<b>293,602</b>
Investment Per Year (000's \$)	5,631.9	4,338.4	2,604.7	<b>4,051.9</b>
Avg Hours of Training Per Employee	22	29	49	<b>42</b>
Avg Training Cost Per Employee (\$)	776	593	476	<b>577</b>

**2021 Employees Receiving Regular Performance and Career Development Reviews by Category** (# and % of Employees)

	Female Employees (#)	Females Receiving Reviews (#)	Females Receiving Reviews (%)	Male Employees (#)	Males Receiving Reviews (#)	Males Receiving Reviews (%)
Senior Management	9	9	100	50	46	92
Management	123	118	96	530	488	92
Non-Management	1,009	581	58	7,601	2,452	32
<b>Kinross Total</b>	<b>1,141</b>	<b>708</b>	<b>62</b>	<b>8,181</b>	<b>2,986</b>	<b>36</b>

**Four-Year Number of Employees Trained Per Year** (# of employees)

	2018	2019	2020	2021
<b>Americas</b>				
Bald Mountain	97	137	91	<b>130</b>
Chile <sup>1</sup>	66	181	306	<b>477</b>
Corporate & Other Offices <sup>2</sup>	176	196	247	<b>310</b>
Fort Knox	645	66	0	<b>58</b>
Paracatu	1,701	1,519	1,702	<b>1,759</b>
Round Mountain	861	363	317	<b>150</b>
<b>West Africa</b>				
Chirano (100%)	1,037	220	577	<b>928</b>
Tasiast <sup>3</sup>	636	3,360	1,184	<b>1,225</b>
<b>Russia</b>				
Kupol/Dvoynoye	2,041	1,274	1,005	<b>1,811</b>
Russia Offices & Projects <sup>4</sup>	n/r	n/r	42	<b>178</b>
<b>Kinross Total</b>	<b>7,260</b>	<b>7,316</b>	<b>5,471</b>	<b>7,026</b>

**Four-Year Training and Development Time** (# of hours of training per year)

	2018	2019	2020	2021
<b>Americas</b>				
Bald Mountain	126	9,308	1,212	<b>1,116</b>
Chile <sup>1</sup>	2,018	4,547	5,223	<b>15,459</b>
Corporate & Other Offices <sup>2</sup>	690	2,564	2,646	<b>1,483</b>
Fort Knox	6,009	1,720	0	<b>2,048</b>
Paracatu	25,322	88,428	99,881	<b>180,556</b>
Round Mountain	52,841	14,998	4,708	<b>21,487</b>
<b>West Africa</b>				
Chirano (100%)	10,042	3,520	113,347	<b>27,403</b>
Tasiast <sup>3</sup>	4,246	46,993	34,216	<b>31,426</b>
<b>Russia</b>				
Kupol/Dvoynoye	57,448	38,889	8,381	<b>11,495</b>
Russia Offices & Projects <sup>4</sup>	n/r	n/r	241	<b>1,130</b>
<b>Kinross Total</b>	<b>158,743</b>	<b>210,967</b>	<b>269,855</b>	<b>293,602</b>

**Four-Year Training and Development Investment** (\$ invested)

	2018	2019	2020	2021
<b>Americas</b>				
Bald Mountain	64,961	236,292	69,966	<b>85,882</b>
Chile <sup>1</sup>	1,816	64,809	114,119	<b>253,036</b>
Corporate & Other Offices <sup>2</sup>	904,058	307,850	91,656	<b>557,070</b>
Fort Knox	1,067,217	14,100	73,062	<b>62,970</b>
Paracatu	695,709	385,889	337,385	<b>461,400</b>
Round Mountain	658,295	747,334	287,470	<b>147,895</b>
<b>West Africa</b>				
Chirano (100%)	115,107	164,318	82,608	<b>241,355</b>
Tasiast <sup>3</sup>	1,122,831	1,661,693	1,037,129	<b>2,059,702</b>
<b>Russia</b>				
Kupol/Dvoynoye	1,001,921	756,182	486,699	<b>166,263</b>
Russia Offices & Projects <sup>4</sup>	n/r	n/r	24,616	<b>16,342</b>
<b>Kinross Total</b>	<b>5,631,915</b>	<b>4,338,467</b>	<b>2,604,710</b>	<b>4,051,915</b>

1) Chile includes: Copiapó, La Coipa and Maricunga. 2) Corporate &amp; Other Offices include: Corporate and Kettle River. 3) Tasiast includes: Tasiast and Las Palmas.

4) Russia Offices &amp; Projects include: Udinsk/Khabarovsk.



# Board and Senior Management

## Five-Year Board and Senior Leadership Team Highlights<sup>1</sup>

	2017	2018	2019	2020	2021
Size of Board	9	9	9	9	<b>9</b>
Female Board Members (#)	3	3	3	3	<b>3</b>
Independent Board Members (#)	8	8	8	8	<b>8</b>
Max Board Member Term (years)	24	25	26	15	<b>16</b>
Average Board Tenure (years)	8.7	7.6	6.9	5.0	<b>6.0</b>
Average Age of Board (years)	61	61	60	60	<b>61</b>
Annual Board Member Retainer (\$) <sup>2</sup>	167,391	175,920	184,776	188,496	<b>189,312</b>
Senior Leadership Team Members (#) <sup>3</sup>	6	6	4	4	<b>5</b>
Females in Senior Leadership Team (#)	1	1	1	1	<b>1</b>
Average Senior Leadership Team Salary (\$) <sup>4</sup>	614,564	565,143	604,004	672,008	<b>636,345</b>
CEO Total Compensation (\$)	7,343,251	6,157,108	6,876,648	7,709,382	<b>6,992,477</b>

1) Highlights sourced from the Management Information Circular issued in the subsequent year in advance of the annual shareholders' meeting. 2) Annual board member retainer, SLT salary and CEO compensation are paid in Canadian dollars and were converted to United States dollars for the purposes of this table using the exchange rate for the respective year as disclosed in the management information circular. 3) In 2021, the SLT increased to five members on October 1, 2021, with the appointment of Claude Schimper, EVP, Russia & West Africa Operations. 4) 2017 and 2018 includes only the top five named executive officers in our Management Information Circular. 2021 includes Claude Schimper who joined the SLT on October 1, 2021.



# Economic Value

## 2021 Economic Value Distributed (\$ millions)

	Revenue – Metal Sales	Payments to Governments				In-Country Suppliers	In-Country Employee Wages <sup>2</sup>	Community	Out-of-Country Suppliers	Economic Value Retained <sup>4</sup>
		Royalties & Fees	Income & Corporate Tax	Duties, Other	Total to Govts					
Brazil	987.9	15.3	129.8	16.3	161.4	484.7	45.2	0.4	75.2	221.0
Chile	5.0	0.2	3.0	1.6	4.8	147.0	22.0	1.4	2.6	(172.8)
Ghana	267.0	13.9	6.8	10.1	30.8	176.2	47.0	0.7	23.1	(10.8)
Mauritania	314.7	41.9	3.6	22.2	67.7	184.8	53.5	0.8	241.3	(233.4)
Russia <sup>1</sup>	862.8	44.8	150.9	7.2	202.9	231.2	91.9	1.2	39.2	296.4
USA	1,292.0	5.1	47.6	2.4	55.1	816.8	336.2	1.0	11.7	71.2
Corporate	0.0	0.5	3.4	0.8	4.7	78.9	203.1 <sup>3</sup>	1.0	31.1	(318.8)
<b>Kinross Total</b>	<b>3,729.4</b>	<b>121.7</b>	<b>345.1</b>	<b>60.6</b>	<b>527.4</b>	<b>2,119.6</b>	<b>798.9</b>	<b>6.5<sup>5</sup></b>	<b>424.2</b>	<b>(147.2)</b>

1) Received \$2.2 million in tax relief and credits. 2) Wages include gross salaries and benefits paid to government institutions on behalf of employees, including pensions, insurance, payroll taxes and private health, as well as other employee support. 3) Corporate wages include expatriate wages of \$52.3 million. 4) Refers to economic value retained by the Company and for each country is the net of revenue less payments to governments, employees, suppliers, and community investments. 5) For the year ended December 31, 2021, \$367,557 of social payments that are declared in our 2021 ESTMA report are included in the Donations metrics.

## 2021 Community Investments by Category (\$ and %)\*

	Monetary (\$)	Monetary (%)	In-Kind (\$)	In-Kind (%)	Beneficiaries (#)	Beneficiaries (%)	Total Spend (cash and in-kind) (\$)
Civic Organizations and Non-Profit Organizations	9,976	0.2	6,300	0.3	32,070	3	16,276
Community Activities and Services	1,833,892	34	1,222,116	48	392,362	37	3,056,009
Economic Development and Infrastructure	892,397	17	613,567	24	125,297	12	1,505,964
Education	722,234	13	189,343	7	49,273	5	911,577
Environment	592,936	11	136,308	5	77,229	7	729,244
Health and Nutrition	622,072	12	331,786	13	274,149	26	953,858
Youth	109,414	2	12,529	0.5	20,869	2	121,943
COVID-19 Support	624,357	12	40,098	2	77,069	7	664,456
<b>Kinross Total</b>	<b>5,407,280</b>		<b>2,552,046</b>		<b>1,048,318</b>		<b>7,959,326</b>

\* Does not include corporate. Monetary (\$) numbers are rounded.

**2021 Community Investments by Country** (\$)

	Monetary	In-Kind
Brazil	381,189	236,887
Chile	1,362,451	454,854
Ghana	739,895	495,517
Mauritania	802,640	141,598
Russia	1,157,018	284,805
USA <sup>1</sup>	964,086	938,386
Canada	989,584	0
<b>Kinross Total</b>	<b>6,396,864</b>	<b>2,552,046</b>

1) Includes Manh Choh.

**2021 Distribution of Community Investments** (\$)

Sites (monetary)	5,407,280
Sites (in-kind)	2,552,046
Corporate (monetary)	989,584
Third party (monetary)	7,619

**Five-Year Benefit Footprint** (\$)\*

	2017	2018	2019	2020	2021
Payments to Governments	362,380,043	321,855,195	393,549,491	494,345,937	<b>522,673,900</b>
Payments to Employees	610,877,077	598,414,443	604,842,531	639,763,365	<b>641,323,690</b>
Purchase of Goods and Services	2,428,674,646	2,783,434,761	2,382,245,365	2,184,561,479	<b>2,040,653,236</b>
Community Investments	6,312,307	5,992,416	5,873,745	8,501,821	<b>5,407,280</b>
<b>Kinross Total</b>	<b>3,408,244,073</b>	<b>3,709,696,814</b>	<b>3,386,511,131</b>	<b>3,327,172,602</b>	<b>3,210,058,106</b>

\* Does not include corporate.

**Five-Year Benefit Footprint** (%)

	2017	2018	2019	2020	2021
Payments to Government	11	9	12	15	<b>16</b>
Payments to Employees	18	16	18	19	<b>20</b>
Purchase of Goods and Services	71	75	70	66	<b>64</b>
Community Investment	0.19	0.16	0.17	0.26	<b>0.17</b>

\* Does not include corporate.



# Local Procurement

## 2021 Spending on Procurement by Site<sup>1</sup> (\$)

	Total Spend <sup>2</sup>	Local Spend <sup>3</sup>	Local Spend as % of Total Spend	Total In-Country Spend	National Spend as % of Total Spend	Imported Spend	Imported Spend as % of Total Spend	In-Country Procurement Spend as a % of Total BFP
<b>Americas</b>								
Bald Mountain	172,000,028	80,734,172	47	169,501,672	99	2,498,356	1	62
Alaska <sup>4</sup>	336,406,559	235,629,573	70	330,695,818	98	5,710,741	2	70
Chile <sup>5</sup>	149,569,652	56,974,988	38	146,952,027	98	2,617,625	2	82
Paracatu	559,893,942	51,273,988	9	484,669,075	87	75,224,867	13	63
Round Mountain	290,316,285	499,330	0	287,304,023	99	3,012,262	1	65
<b>West Africa</b>								
Chirano (100%)	199,235,204	745,515	0	176,160,120	88	23,075,084	12	62
Tasiast	426,105,703	N/A	N/A	184,845,739	43	241,259,964	57	33
<b>Russia</b>								
Kupol/Dvoinoye	270,382,096	73,953,811	27	231,180,311	86	39,201,785	14	39
<b>Kinross Total</b>	<b>2,403,909,469</b>	<b>499,811,377</b>	<b>21</b>	<b>2,011,308,785</b>	<b>84</b>	<b>392,600,684</b>	<b>16</b>	<b>56</b>

1) Spend data include only procurement, data do not include Corporate and other office, closed sites. 2) Includes in-country and imported. 3) Local refers to the local benefit footprint area around the site. 4) Includes Fort Knox and Manh Choh. 5) Includes Maricunga and La Coipa.

## Five-Year Local Procurement by Country (%)

	2017	2018	2019	2020	2021
Brazil	13	5	8	7	<b>9</b>
Chile <sup>1</sup>	54	40	40	45	<b>38</b>
Ghana	1	1	1	1	<b>0.37</b>
Mauritania	n/a	n/a	n/a	n/a	<b>n/a</b>
Russia	24	25	26	28	<b>27</b>
USA <sup>2</sup>	33	31	29	36	<b>40<sup>2</sup></b>
<b>Kinross: All Sites</b>	<b>18</b>	<b>15</b>	<b>16</b>	<b>20</b>	<b>21</b>

\* Does not include corporate. 1) Includes Maricunga and La Coipa. 2) Includes Manh Choh.

## 2021 Total Procurement<sup>1</sup> by Country (% of total procurement)

	Local <sup>2</sup>	Total In-Country	Imported
Brazil	9	87	13
Chile <sup>3</sup>	38	98	2
Ghana	0.37	88	12
Mauritania	See note 4	43	57
Russia	27	86	14
USA <sup>5</sup>	40	99	1
<b>Kinross: All Sites</b>	<b>21</b>	<b>84</b>	<b>16</b>

1) Excludes corporate spending. 2) Local refers to the local benefit footprint area. 3) Includes La Coipa and Maricunga. 4) Given remote location of Tasiast, we do not break down in-country procurement at the local and regional levels. 5) Includes Manh Choh.

## Five-Year Kinross Wide Procurement (% of total procurement)\*

	Local	Total In-Country	Imported
2017	18	79	21
2018	15	80	20
2019	16	82	19
2020	20	82	18
<b>2021</b>	<b>20</b>	<b>83</b>	<b>17</b>

\* Includes corporate, projects and other offices.



# GRI Content Index

Kinross is reporting against the Global Reporting Initiative Standards GRI Universal Standards (2016) Core option, including the G4 Mining and Metals Sector Disclosures. This GRI index references the standards that are relevant to Kinross. In some instances, reference is made to our [website](#), [2021 Sustainability Report](#), [2021 Annual Report](#), [Annual Information Form](#), [Management Information Circular](#), and other relevant documents. The disclosures referenced are available in the corresponding documents, which are available online through the hyperlinks provided.

## General Standard Disclosures

### Organizational Profile

GRI Standard Number	Indicator Description	Location/Response	UNGC Principle	Page Number
102-1	Name of the organization	<a href="#">2021 Sustainability Report – Kinross Gold Corporation</a> <a href="#">Annual Information Form – Corporate Structure</a>		3 6
102-2	Activities, brands, products, and services	<a href="#">Annual Information Form – Description of the Business</a> <a href="#">2021 Sustainability Report – Kinross Gold Corporation</a> <a href="#">Annual Information Form – Corporate Structure</a>		13 3 6
102-3	Location of headquarters	<a href="#">Annual Information Form – Corporate Structure</a>		6
102-4	Location of operations	<a href="#">Annual Information Form – Description of the Business</a>		13, 15
102-5	Nature of ownership, legal form	<a href="#">Annual Information Form – Corporate Structure</a> As of December 31, 2021, no government institutions owned more than 5% of the common shares/voting rights of Kinross Gold and no individual or founding family members owned more than 5% of the common shares/voting rights of Kinross Gold.		6
102-6	Markets served	<a href="#">Annual Information Form – Description of the Business</a> <a href="#">2021 Sustainability Report – Kinross Gold Corporation</a>		17 3
102-7	Scale of organization	<a href="#">2021 Sustainability Report – Kinross Gold Corporation</a>		3
102-8	Information on employees and other workers	<a href="#">2021 Sustainability Report – Employment</a>	6	71
102-9	Supply chain	<a href="#">2021 Sustainability Report – Responsible Procurement</a>		36
102-10	Significant changes to the organization and its supply chain	<a href="#">2021 Sustainability Report – About this Report</a> <a href="#">Annual Information Form – General Development of the Business</a>		8 10-12
102-11	Precautionary principle or approach	A participant in the United Nations Global Compact (UNGC) since 2010, Kinross submits an annual Communication on Progress, reaffirming our commitment to operate in accordance with the Ten Principles of the UNGC, including Principle 7, pertaining to a “precautionary approach to environmental challenges.” This approach is embedded in our enterprise-wide risk management processes.	7	7
102-12	External initiatives	<a href="#">Voluntary Commitments and Memberships</a>		
102-13	Membership of associations	<a href="#">Voluntary Commitments and Memberships</a>		

### Strategy and Analysis

GRI Standard Number	Indicator Description	Location/Response	UNGC Principle	Page Number
102-14	Statement from senior decision-maker	<a href="#">2021 Sustainability Report – Message to Stakeholders</a> <a href="#">2021 Sustainability Report – Chair Message to Stakeholders</a> <a href="#">2021 Annual Report – Letter to Shareholders</a>		4-6 7 1-3
102-15	Key impacts, risks, and opportunities	<a href="#">2021 Sustainability Report – Message to Stakeholders</a> <a href="#">2021 Sustainability Report – Chair Message to Stakeholders</a> <a href="#">Annual Information Form – Risk Factors</a> <a href="#">2021 Sustainability Report – Emerging Risks</a> <a href="#">Managing Environmental, Social and Governance Risks</a>	7	4-6 7 69-86 32



## General Standard Disclosures

### Ethics and Compliance

GRI Standard Number	Indicator Description	Location/Response	UNGC Principle	Page Number
102-16	Values, principles, standards, norms of behaviour	<a href="#">2021 Sustainability Report – Ethical Conduct</a> <a href="#">2022 Management Information Circular – Code of Business Conduct and Ethics</a> <a href="#">Code of Business Conduct and Ethics</a> <a href="#">Whistleblower Policy</a>	1, 2, 10	34 130-131
102-17	Mechanisms for advice and concerns about ethics	<a href="#">2021 Sustainability Report – Act Ethically and Transparently</a> <a href="#">2021 Sustainability Report – Ethical Conduct</a> <a href="#">Code of Business Conduct and Ethics</a> <a href="#">Whistleblower Policy</a>	1, 2, 10	33-38 19

### Governance

GRI Standard Number	Indicator Description	Location/Response	UNGC Principle	Page Number
102-18	Governance structure	<a href="#">2022 Management Information Circular</a> <a href="#">2021 Sustainability Report – Our Sustainability Strategy – Leading ESG Governance</a>		129-148 23
102-19	Delegating authority	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Leading ESG Governance</a> <a href="#">2022 Management Information Circular</a> <a href="#">Charter of Corporate Responsibility and Technical Committee</a>		23 47-48
102-20	Executive-level responsibility for economic, environmental and social topics	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Leading ESG Governance</a>		23
102-21	Consulting stakeholders on economic, environmental and social topics	<a href="#">2021 Sustainability Report – Stakeholder Engagement</a> <a href="#">2022 Management Information Circular – “Say on Pay” and Shareholder Engagement Management Approach – Stakeholder Engagement</a>		28-31 60, 62-64
102-22	Composition of highest governance body	<a href="#">2021 Annual Report – Board of Directors</a> <a href="#">2022 Management Information Circular</a>		8 14
102-23	Chair of highest governance body	<a href="#">2021 Annual Report – Board of Directors</a>		8
102-24	Nominating and selecting the highest governance body	<a href="#">2022 Management Information Circular – Nominating and Method of Voting for Directors</a>		133
102-25	Conflicts of interest	<a href="#">2022 Management Information Circular – Code of Business Conduct and Ethics</a> <a href="#">Code of Business Conduct and Ethics</a> <a href="#">2021 Sustainability Report – Ethical Conduct</a>	10	130-131 34
102-26	Role of highest governance body in setting purpose, values and strategy	<a href="#">2022 Management Information Circular – Appendix A</a>		145-146
102-27	Collective knowledge of highest governance body	<a href="#">2022 Management Information Circular – Directors’ Skills and Experience</a>		43
102-28	Evaluating the highest governance body’s performance	<a href="#">2022 Management Information Circular – Assessing the Board</a>		133
102-29	Identifying and managing economic, environmental and social impacts	<a href="#">2022 Management Information Circular – Appendix A</a>	1, 2, 7, 8, 9, 10	145-146
102-30	Effectiveness of risk management processes	<a href="#">2022 Management Information Circular – Board Committee Reports</a> <a href="#">2022 Management Information Circular – Managing Risk</a> <a href="#">Annual Information Form – Risk Factors</a> <a href="#">Managing Environmental, Social and Governance Risks</a> <a href="#">2021 Sustainability Report – Emerging Risks</a>	1, 2, 7, 8, 9, 10	47-48 64-66 69-86 46-47 32



## General Standard Disclosures

### Governance

GRI Standard Number	Indicator Description	Location/Response	UNGC Principle	Page Number
102-31	Review of economic, environmental and social topics	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">2022 Management Information Circular – Board Committee Reports</a> <a href="#">Annual Information Form – Risk Factors</a>	1, 2, 7, 8, 9, 10	24-27 47-48 69-86
102-32	Highest governance body's role in sustainability reporting	On May 10, 2022 the Board of Directors of Kinross Gold Corporation passed a resolution approving the 2021 Sustainability Report. <a href="#">Charter of Corporate Responsibility and Technical Committee</a> <a href="#">2021 Sustainability Report – Our Sustainability Strategy – ESG Governance</a>		23
102-33	Communicating critical concerns	<a href="#">2022 Management Information Circular – Board Committee Reports</a> <a href="#">2021 Sustainability Report – Our Sustainability Strategy – ESG Governance</a> <a href="#">Management Approach – Ethical Conduct</a>	1, 10	47-48 23
102-34	Nature and total number of critical concerns	<a href="#">2021 Sustainability Report – Ethical Conduct</a> <a href="#">2021 Sustainability Report – Human Rights</a> <a href="#">2021 Sustainability Report – Labour Rights</a>	1, 10	34 35 35
102-35	Remuneration policies	<a href="#">2022 Management Information Circular – Executive Compensation Discussion and Analysis</a> <a href="#">2022 Management Information Circular – Director Compensation</a> <a href="#">2021 Sustainability Report – Our Sustainability Strategy – Internal Measurement of ESG Performance</a>		61-86 43-46 16-18
102-36	Process for determining remuneration	<a href="#">2022 Management Information Circular – Executive Compensation Discussion and Analysis</a> <a href="#">2022 Management Information Circular – Director Compensation</a> <a href="#">2021 Sustainability Report – Our Sustainability Strategy – Internal Measurement of ESG Performance</a> <a href="#">Compensation</a>	10	61-86 43-46 16-18
102-37	Stakeholders' involvement in remuneration	<a href="#">2022 Management Information Circular – "Say on Pay" and Shareholder Engagement</a>		60, 62-64
102-38	Annual total compensation ratio	<a href="#">2021 Sustainability Report – 2021 Data Tables</a>		111

### Stakeholder Engagement

GRI Standard Number	Indicator Description	Location/Response	UNGC Principle	Page Number
102-40	List of stakeholder groups	<a href="#">2021 Sustainability Report – Stakeholder Engagement</a> <a href="#">2021 Sustainability Report – Community</a> <a href="#">Shareholder Engagement Policy</a> <a href="#">Stakeholder Engagement</a>	1, 3	28-31 59-61
102-41	Collective bargaining agreements	<a href="#">2021 Sustainability Report – Labour Rights</a> <a href="#">Annual Information Form – Employees</a>	1, 3	35 13
102-42	Identifying and selecting stakeholders	<a href="#">2021 Sustainability Report – Stakeholder Engagement</a> <a href="#">2021 Sustainability Report – Community</a> <a href="#">2021 Sustainability Report – Engaging with Indigenous Peoples</a> <a href="#">2022 Management Information Circular – "Say on Pay" and Shareholder Engagement</a> <a href="#">Shareholder Engagement Policy</a> <a href="#">Stakeholder Engagement</a>		28-31 59-61 63-65 60, 62-64

## General Standard Disclosures



## Stakeholder Engagement

GRI Standard Number	Indicator Description	Location/Response	UNGC Principle	Page Number
102-43	Approach to stakeholder engagement	<a href="#">2021 Sustainability Report – Stakeholder Engagement</a> <a href="#">2021 Sustainability Report – Community</a> <a href="#">2021 Sustainability Report – Addressing Local Stakeholder Issues</a> <a href="#">Shareholder Engagement Policy</a> <a href="#">Stakeholder Engagement</a>		28-31 59-69 66-69
102-44	Key topics and concerns raised	<a href="#">2021 Sustainability Report – Stakeholder Engagement</a> <a href="#">2021 Sustainability Report – Community</a> <a href="#">2021 Sustainability Report – Engaging with Indigenous Peoples</a> <a href="#">2021 Sustainability Report – Addressing Local Stakeholder Issues</a> <a href="#">2022 Management Information Circular – “Say on Pay” and Shareholder Engagement</a>	1, 2	36-39 63-66 63-65 66-69 60, 62-64

## Reporting Practice

GRI Standard Number	Indicator Description	Location/Response	UNGC Principle	Page Number
102-45	Entities included in the consolidated financial statements	<a href="#">2021 Annual Report – Management’s Discussion and Analysis – Consolidated Results of Operations</a> <a href="#">2021 Annual Report – Notes to the Consolidated Financial Statements</a>		MDA 17-MDA 26 FS 11
102-46	Defining report content and topic boundaries	<a href="#">2021 Sustainability Report – About this Report</a>		8-9
102-47	List of material topics	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a>		25-27
102-48	Restatements of information	<a href="#">2021 Sustainability Report – About this Report</a> There were no material restatements of performance data presented in the 2021 Sustainability Report for prior reporting years.		8-9
102-49	Changes in reporting	<a href="#">2021 Sustainability Report – About this Report</a>		8-9
102-50	Reporting period	<a href="#">2021 Sustainability Report – About this Report</a>		8-9
102-51	Date of most recent report	<a href="#">2021 Sustainability Report – About this Report</a>		8-9
102-52	Reporting cycle	Annually <a href="#">2021 Sustainability Report – About this Report</a>		8-9
102-53	Contact point for questions regarding this report	<a href="#">2021 Sustainability Report – About this Report</a>		8-9
102-54	Claims of reporting in accordance with the GRI standards	<a href="#">2021 Sustainability Report – About this Report</a>		8-9
102-55	GRI content index	<a href="#">ESG Analyst Centre</a> <a href="#">2021 Sustainability Report – About this Report</a>		8-9 119-132
102-56	External assurance	<a href="#">2021 Sustainability Report – About this Report</a> <a href="#">2021 Sustainability Report – Independent practitioner’s limited assurance report</a>		8-9 89-90



## Specific Standard Disclosures

### Economic Standards Series

GRI Standard Number	Indicator Description	Location/Response	UNGC Principle	Page Number
201-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Safety and Sustainability Policy</a> <a href="#">Socio – economic value</a> <a href="#">Tax Transparency</a>	6, 10	25-27
201-1	Direct economic value generated and distributed	<a href="#">2021 Sustainability Report – Performance Highlights</a> <a href="#">2021 Sustainability Report – Generating Value – Local Benefit and Community Development</a> <a href="#">2021 Sustainability Report – Tax Transparency</a> <a href="#">2021 Sustainability Report – Community Development</a> <a href="#">Extractive Sector Transparency Measures Act (“ESTMA”) Report</a> <a href="#">2021 Site Reports</a>	10	12 79-80 38 85-88
201-2	Financial implications and other risks and opportunities arising from climate change	<a href="#">2021 Climate Report</a> <a href="#">2021 Sustainability Report – Climate and Energy</a> <a href="#">2021 CDP Climate Response</a>		45-46
201-4	Financial assistance received from government	<a href="#">2021 Sustainability Report – Generating Value</a> In 2021, Kinross received \$2.2 million in tax relief and credits.		79

### Market Presence

202-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Safety and Sustainability Policy</a> <a href="#">Compensation</a> <a href="#">Local Employment</a>	6	25-27
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	<a href="#">2021 Sustainability Report – Local Employment</a> Not reported by gender.		81-82
202-2	Proportion of senior management hired from the local community	<a href="#">2021 Sustainability Report – Performance Highlights</a> <a href="#">2021 Sustainability Report – Local Employment</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Workforce</a>	6	12 81-82 111-112

### Indirect Economic Impacts

203-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Safety and Sustainability Policy</a> <a href="#">Community Development</a> <a href="#">Benefit Footprint</a> <a href="#">2021 Sustainability Report – Generating Value</a>		25-27   79
203-1	Infrastructure investments and services supported	<a href="#">2021 Sustainability Report – Generating Value – Local Benefit and Community Development</a>		79-80
203-2	Significant indirect economic impacts	<a href="#">2021 Sustainability Report – Performance Highlights</a> <a href="#">2021 Sustainability Report – Generating Value – Local Benefit and Community Development</a> <a href="#">2021 Sustainability Report – Community Development</a> <a href="#">Community Development</a> <a href="#">Benefit Footprint</a>		12 79-80 85-87



## Specific Standard Disclosures

GRI Standard Number	Indicator Description	Location/Response	UNGC Principle	Page Number
<b>Procurement Practices</b>				
204-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Supply Chain</a> <a href="#">Benefit Footprint</a> <a href="#">Local Procurement</a>	10	24-27
204-1	Proportion of spending on local suppliers	<a href="#">2021 Sustainability Report – Performance Highlights</a> <a href="#">2021 Sustainability Report – Local Procurement</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Local Procurement</a> <a href="#">Benefit Footprint</a>	10	12 86 118
<b>Anti-Corruption</b>				
205-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Ethical Conduct</a> <a href="#">Code of Business Conduct and Ethics</a> <a href="#">Supply Chain</a>	10	24-27
205-1	Operations assessed for risks related to corruption	<a href="#">2021 Sustainability Report – Ethical Conduct</a>	10	34
205-2	Communication and training about anti-corruption policies and procedures	<a href="#">2021 Sustainability Report – Performance Highlights</a> <a href="#">2021 Sustainability Report – Ethical Conduct</a>	10	13 34
205-3	Confirmed incidents of corruption and actions taken	<a href="#">2021 Sustainability Report – Performance Highlights</a> <a href="#">2021 Sustainability Report – Ethical Conduct</a>	10	13 34
<b>Tax Transparency</b>				
207-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">2021 Sustainability Report – Ethical Conduct</a> <a href="#">Tax Transparency</a>	10	24-27 34
207-1	Approach to tax	<a href="#">2021 Sustainability Report – Tax Transparency</a> <a href="#">Tax Transparency</a> <a href="#">2021 Annual Report – Notes to the Consolidated Financial Statements – Income Tax</a>	10	38 FS 46-47
207-2	Tax governance, control and risk management	<a href="#">Tax Transparency</a> <a href="#">Charter of the Audit and Risk Committee</a> <a href="#">Annual Information Form – Risk Factors</a> <a href="#">2021 Annual Report – Notes to the Consolidated Financial Statements – Income Tax</a>	10	69-86 FS 46-47
207-3	Stakeholder engagement and management of concerns related to tax	<a href="#">2021 Sustainability Report – Stakeholder Engagement</a> <a href="#">2021 Annual Report – Notes to the Consolidated Financial Statements – Income Tax</a>	10 10	30 FS 46-47
207-4	Country by country reporting	<a href="#">2021 Sustainability Report – Generating Value</a> <a href="#">Extractive Sector Transparency Measures Act (“ESTMA”) Report</a>	10	79



## Specific Standard Disclosures

## Environmental Standards Series

GRI Standard Number	Indicator Description	Location/Response	UNGC Principle	Page Number
<b>Materials</b>				
301-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Safety and Sustainability Policy</a> <a href="#">Kinross Climate Report</a> <a href="#">Cyanide Management</a>	7, 8, 9	24-27
301-1	Materials used by weight or volume	Kinross does not report consumption of materials, by renewable and non-renewable categories, except for energy. <a href="#">2021 Sustainability Report – 2021 Data Tables – 2021 Significant Materials Use</a>		101
<b>Energy</b>				
302-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Safety and Sustainability Policy</a> <a href="#">2021 Climate Report</a>	7, 8, 9	24-27
302-1	Energy consumption within the organization	<a href="#">2021 Sustainability Report – Climate and Energy</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Energy and Materials Use</a> <a href="#">2022 CDP Climate Response</a>		45-46 98-99
302-3	Energy intensity	<a href="#">2021 Sustainability Report – Performance Highlights</a> <a href="#">2021 Sustainability Report – Climate and Energy</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Energy and Materials Use</a>		11 45-46 98-99
302-4	Reduction in energy consumption	<a href="#">2021 Sustainability Report – Climate and Energy</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Energy and Materials Use</a>	7, 8, 9	45-46 98-99
<b>Water</b>				
303-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Safety and Sustainability Policy</a> <a href="#">Environment</a> <a href="#">Water</a>	7, 8, 9	25
303-1	Interactions with water as a shared resource	<a href="#">Water</a> <a href="#">2021 Sustainability Report – Water Management</a> <a href="#">2021 Sustainability Report – Addressing Local Stakeholder Issues</a> <a href="#">2022 CDP Water Response</a>	7, 8, 9	47-49 67
303-2	Management of water discharge-related impacts	<a href="#">Water</a> <a href="#">2021 Sustainability Report – Water Management</a> <a href="#">2022 CDP Water Response</a>	7, 8, 9	26-27
303-3	Water withdrawal	<a href="#">2021 Sustainability Report – Water Management</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Water</a> <a href="#">2022 CDP Water Response</a>	7, 8	47-49 100-101
303-4	Water discharge	<a href="#">2021 Sustainability Report – Environment – Water</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Water</a> <a href="#">2022 CDP Water Response</a>	8, 9	47-49 100-101
303-5	Water consumption	<a href="#">2021 Sustainability Report – Performance Highlights</a> <a href="#">2021 Sustainability Report – Water Management</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Water</a> <a href="#">2022 CDP Water Response</a> Kinross does not report water used by suppliers.	7, 8, 9	11 47-49 100-101



## Specific Standard Disclosures

GRI Standard Number	Indicator Description	Location/Response	UNGC Principle	Page Number
<b>Biodiversity</b>				
304-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Safety and Sustainability Policy</a> <a href="#">Biodiversity</a>	7, 8	25
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside of protected areas	<a href="#">2021 Sustainability Report – Environment – Biodiversity and Land Use</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Biodiversity</a>	7, 8	50-54 103
304-3	Habitats protected or restored	<a href="#">2021 Sustainability Report – Environment – Biodiversity and Land Use</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Biodiversity and Land Use</a>	7, 8	50-54 103
304-4	IUCN Listed Species by level of extinction risk	<a href="#">2021 Sustainability Report – Environment – Biodiversity and Land Use</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Biodiversity and Land Use – 2021 IUCN Red-Listed Species by Level of Extinction Risk</a>		51 104
G4-MM1	Amount of land (owned or leased, and managed for production activities or extractive use) disturbed or rehabilitated	<a href="#">2021 Sustainability Report – Environment – Biodiversity and Land Use</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Biodiversity and Land Use – 2021 Land Disturbance or Rehabilitation</a>		50 103
G4-MM2	The number and percentage of total sites identified as requiring biodiversity management plans according to stated criteria, and the number (percentage) of those sites with plans in place.	<a href="#">2021 Sustainability Report – Performance Highlights</a> <a href="#">2021 Sustainability Report – Environment – Biodiversity and Land Use</a>	7, 8	11 50
<b>Emissions</b>				
305-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Safety and Sustainability Policy</a> <a href="#">2021 Climate Report</a> <a href="#">Environmental Management</a> <a href="#">Climate Change</a> <a href="#">2022 CDP Climate Response</a>	7, 8, 9	25 27-29
305-1	Direct (Scope 1) GHG emissions	<a href="#">2021 Sustainability Report – Environment – Climate and Energy</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Greenhouse Gas Emissions</a> <a href="#">2021 Climate Report</a> <a href="#">2022 CDP Climate Response</a> Kinross' GHG emissions are calculated using emissions factors from The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition).	7, 8	45-46 95-96
305-2	Indirect (Scope 2) GHG emissions	<a href="#">2021 Sustainability Report – Environment – Climate and Energy</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Greenhouse Gas Emissions</a> <a href="#">2021 Climate Report</a> <a href="#">2022 CDP Climate Response</a> Kinross' GHG emissions are calculated using emissions factors from The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition).	7, 8	45-46 71-73
305-3	Other (indirect) (Scope 3) GHG emissions	<a href="#">2021 Sustainability Report – Environment – Climate and Energy</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Greenhouse Gas Emissions</a> <a href="#">2021 Climate Report</a> <a href="#">2022 CDP Climate Response</a> Kinross' GHG emissions are calculated using emissions factors from The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition).	7, 8	45-46 71-73



## Specific Standard Disclosures

GRI Standard Number	Indicator Description	Location/Response	UNGC Principle	Page Number
305-4	GHG emissions intensity	<a href="#">2021 Sustainability Report – Performance Highlights</a> <a href="#">2021 Sustainability Report – Environment – Climate and Energy</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Greenhouse Gas Emissions</a> <a href="#">2021 Climate Report</a> <a href="#">2022 CDP Climate Response</a> Kinross' GHG emissions are calculated using emissions factors from The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition).	7, 8	11 45-46 71-73
305-5	Reductions of GHG emissions	<a href="#">2021 Sustainability Report – Environment – Climate and Energy</a> <a href="#">2021 Climate Report</a> <a href="#">2022 CDP Climate Response</a>	7, 8, 9	45-46
305-7	Emissions of NOx, SOx	<a href="#">2021 Sustainability Report – Environment – Air Quality</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Air Emissions</a>	7, 8	58 106
<b>Tailings and Mineral Waste</b>				
103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Safety and Sustainability Policy</a> <a href="#">2021 Sustainability Report – Tailings Management and Mineral Waste</a> <a href="#">Tailings Management</a>	7, 8, 9	24-25 50
G4-MM3	Total amounts of overburden, rock, tailings, and sludges and associated risks	<a href="#">2021 Sustainability Report – Tailings Management and Mineral Waste</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Tailings and Waste Rock</a>	7, 8	50 102
<b>Waste</b>				
306-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Safety and Sustainability Policy</a> <a href="#">2021 Sustainability Report – Waste Management</a> <a href="#">Waste Management</a>	7, 8, 9	24-25 57
306-1	Waste generation and significant waste-related impacts	<a href="#">2021 Sustainability Report – Waste Management</a> <a href="#">Cyanide Management</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Waste</a> Does not include waste generated upstream or downstream from Kinross' value chain.	7, 8, 9	57 104-105
306-3	Waste by type generated	<a href="#">2021 Sustainability Report – Waste Management</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Waste</a>	8	57 104-105
306-4	Waste diverted from disposal	<a href="#">2021 Sustainability Report – Waste Management</a> <a href="#">Waste Management</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Waste</a>	8, 9	57 104-105
306-5	Waste directed to disposal	<a href="#">2021 Sustainability Report – Waste Management</a> <a href="#">Waste Management</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Waste</a>	8	57 105



## Specific Standard Disclosures

GRI Standard Number	Indicator Description	Location/Response	UNGC Principle	Page Number
<b>Spills and Releases</b>				
306-3 (former number)	Significant spills	Kinross reported zero significant spills in 2021. <a href="#">2021 Sustainability Report – Environment – Compliance</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Environmental Compliance</a>	7, 8	45 95
<b>Environmental Compliance</b>				
307-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities Safety and Sustainability Policy Environmental Management</a>	7, 8	24-27
307-1	Non-compliance with environmental laws and regulations	<a href="#">2021 Sustainability Report – Environment – Compliance</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Environmental Compliance</a> <a href="#">Annual Information Form – Legal Proceedings and Regulatory Actions</a>	8	45 97 87-90
<b>Closure Planning</b>				
103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities Safety and Sustainability Policy Closure and Reclamation Planning for Closure</a> <a href="#">2021 Sustainability Report – Environment – Integrated Mine Closure</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Biodiversity and Land Use</a>	8, 9	24-25  55 103
G4-MM10	Number and percentage of operations with closure plans	All eight active mine locations representing 100%.		
<b>Supplier Environmental Assessment</b>				
308-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities Safety and Sustainability Policy Supplier Standards of Conduct</a> <a href="#">2021 Sustainability Report – Responsible Procurement Managing Our Supply Chain Cyanide Management</a>	7, 8	24, 26  36
308-1	Percentage of new suppliers screened using environmental criteria	As required by our <a href="#">Supplier Standards of Conduct</a> , new suppliers to Kinross are screened under our due diligence process based on a range of criteria, including environmental criteria. <a href="#">2021 Sustainability Report – Responsible Procurement</a>	8	36



## Social Standard Series

GRI Standard Number	Indicator Description	Location/Response	UNGC Principle	Page Number
<b>Employment</b>				
401-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Safety and Sustainability Policy</a> <a href="#">2021 Sustainability Report – Employment</a>	1, 2, 3, 4, 5, 6, 10	24, 26 71-78
401-1	New employee hires and turnover	<a href="#">2021 Sustainability Report – Performance Highlights</a> <a href="#">2021 Sustainability Report – Employment</a> <a href="#">2021 Sustainability Data Tables – Turnover and New Hires</a>	3, 6	12 72 112-113
<b>Labour/Management Relations</b>				
402-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Labour Rights</a> <a href="#">2021 Sustainability Report – Labour Rights</a>	2, 3	24-26 35
402-1	Minimum notice periods regarding significant operational changes including whether or not it is specified in collective agreements	Due to the global nature, and the diversity of Kinross' operations, minimum notice periods regarding significant operational changes vary from jurisdiction to jurisdiction according to national and local laws and the specific collective agreements in place at operations.	3	
G4-MM4	Number of strikes and lockouts exceeding one week's duration by country	<a href="#">2021 Sustainability Report – Labour Rights</a> <a href="#">2021 Sustainability Data Tables – Workforce</a>	3	35 111
<b>Occupational Health and Safety</b>				
403-1	Occupational health and safety management system	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Safety and Sustainability Policy</a> <a href="#">Workplace Health and Safety</a> <a href="#">2021 Sustainability Report – Workplace Health and Safety</a>	1	24-26 1-2 40-44
403-2	Hazard identification, risk assessment, and incident investigation	<a href="#">Workplace Health and Safety</a> <a href="#">2021 Sustainability Report – Workplace Health and Safety</a>	3, 6	1-2 40-44
403-3	Occupational health services	<a href="#">Workplace Health and Safety</a> <a href="#">2021 Sustainability Report – Workplace Health and Safety</a>	3, 6	1-2 40-44
403-4	Worker participation, consultation, and communication on occupational health and safety	<a href="#">Workplace Health and Safety</a> <a href="#">2021 Sustainability Report – Workplace Health and Safety</a>	3.6	1-2 40-44
403-5	Worker training on occupational health and safety	<a href="#">Workplace Health and Safety</a> <a href="#">2021 Sustainability Report – Workplace Health and Safety</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Workplace Health and Safety</a>	3, 6	1-2 40-44 95
403-8	Workers covered by an occupation health and safety management system	All of our employees and workers (100%) who are not employees (contractors) are covered by Kinross' occupational health and safety management system. <a href="#">Workplace Health and Safety</a> <a href="#">2021 Sustainability Report – Workplace Health and Safety</a>	3, 6	1-2 40-44
403-9	Work-related injuries	We do not track absentee rates at the corporate level. <a href="#">2021 Sustainability Report – Performance Highlights</a> <a href="#">Workplace Health and Safety</a> <a href="#">2021 Sustainability Report – Workplace Health and Safety</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Workplace Health and Safety</a>		10 1-2 41 93-94
403-10	Work-related ill health	There are no workers with a high incidence or high risk of occupational disease related to occupation. <a href="#">Workplace Health and Safety</a> <a href="#">2021 Sustainability Report – Workplace Health and Safety</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Workplace Health and Safety</a>		1-2 40-44 93



## Social Standard Series

GRI Standard Number	Indicator Description	Location/Response	UNGC Principle	Page Number
<b>Training and Education</b>				
404-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Safety and Sustainability Policy</a> <a href="#">Employee Development</a> <a href="#">2021 Sustainability Report – Employment – Talent and Learning</a>		24-27  77-78
404-1	Average hours of training per employee	<a href="#">2021 Sustainability Report – Employment – Talent and Learning</a> <a href="#">2021 Sustainability Data Tables – Workforce</a>		77 114
404-3	Percentage of employees receiving regular performance reviews	<a href="#">2021 Sustainability Report – Employment – Talent and Learning</a> <a href="#">2021 Sustainability Data Tables – Workforce</a>		77 114
<b>Diversity and Equal Opportunity</b>				
405-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Inclusion and Diversity</a> <a href="#">2021 Sustainability Report – Inclusion and Diversity</a> <a href="#">The Kinross Way for Diversity and Inclusion</a>	1, 6	24-27  73-76 1-3
405-1	Composition of governance bodies and breakdown of employees by category	Kinross does not collect and track workforce data pertaining to minorities and vulnerable groups except in the operations and offices located in the United States. <a href="#">2021 Sustainability Report – Performance Highlights</a> <a href="#">2021 Sustainability Report – Inclusion and Diversity</a> <a href="#">2021 Sustainability Data Tables – Workforce</a>	1, 6	12 73 109
405-2	Ratio of basic salary and remuneration of women to men	<a href="#">2021 Sustainability Report – Equal Remuneration</a> <a href="#">2021 Sustainability Data Tables – Workforce</a>	6	77 111
<b>Non-discrimination</b>				
406-1	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">2021 Sustainability Report – Human Rights</a> <a href="#">Kinross People Commitments</a> <a href="#">Ethical Conduct</a> <a href="#">Labour Rights</a>	6	24-27 35
406-1	Incidents of discrimination and actions taken	<a href="#">2021 Sustainability Report – Human Rights – Labour Rights</a> <a href="#">Labour Rights</a> <a href="#">Human Rights</a>	1, 2, 6	35
<b>Freedom of Association and Collective Bargaining</b>				
407-103	Management Approach Disclosures	<a href="#">Labour Rights</a> <a href="#">Human Rights</a> <a href="#">2021 Sustainability Report – Human Rights – Labour Rights</a>	6	35
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<a href="#">2021 Sustainability Report – Human Rights – Labour Rights</a> <a href="#">Annual Information Form – Employees</a> The right to freedom of association and collective bargaining is not at risk at our operations.	6	35 13
<b>Child Labour</b>				
408-1	Operations and suppliers at significant risk of incidents of forced or child labour	While there is no significant risk of child labour at Kinross, and it is not considered material to Kinross, as a participant in the UN Global Compact, Kinross is committed to the abolition of child labour. <a href="#">Human Rights</a>	5	



## Social Standard Series

GRI Standard Number	Indicator Description	Location/Response	UNGC Principle	Page Number
<b>Forced or Compulsory Labour</b>				
409-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities Human Rights</a> <a href="#">Supplier Code of Conduct</a> <a href="#">2021 Sustainability Report – Human Rights</a> <a href="#">2021 Sustainability Report – Responsible Procurement</a>		24-27  35 36
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	<a href="#">2021 Sustainability Report – Human Rights</a> <a href="#">2021 Sustainability Report – Responsible Procurement</a> <a href="#">2021 Sustainability Report – Supply Chain Due Diligence in Mauritania</a> <a href="#">2021 Sustainability Report – Local Procurement</a>	4	35 36 36 84
<b>Security Practices</b>				
410-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities Safety and Sustainability Policy</a> <a href="#">Human Rights</a> <a href="#">2021 Sustainability Report – Human Rights</a>	1, 2	24-27  35
410-1	Security personnel trained in human rights policies or procedures	<a href="#">2021 Sustainability Report – Performance Highlights</a> <a href="#">2021 Sustainability Report – Human Rights</a> <a href="#">2021 Conflict Free Gold Report</a>	1, 2	13 35
<b>Rights of Indigenous Peoples</b>				
411-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities Safety and Sustainability Policy</a> <a href="#">Working with Indigenous Communities</a> <a href="#">2021 Sustainability Report – Engaging with Indigenous Peoples</a>	1, 2	24-27  63-66
411-1	Incidents of violations involving rights of indigenous peoples	There were zero reported incidents of violations of the rights of indigenous peoples during the 2021 reporting period. <a href="#">2021 Sustainability Report – Engaging with Indigenous Peoples</a>	1, 2	63-66
G4-MM5	Total number of operations taking place in or adjacent to indigenous peoples' territories and the number of sites where there are formal agreements with indigenous communities	Three of our operating mines and three of our projects are located in or adjacent to indigenous peoples' territories. <a href="#">2021 Sustainability Report – Engaging with Indigenous Peoples</a>	1, 2	35
G4-MM6	Number and description of significant disputes relating to land use, customary rights of local communities and indigenous peoples, and the outcomes	There were zero significant disputes related to land use, customary rights of local communities and Indigenous Peoples. <a href="#">2021 Sustainability Report – Community</a> <a href="#">2021 Sustainability Report – Engaging with Indigenous Peoples</a> <a href="#">2021 Conflict Free Gold Report</a>	1, 2	59-60 63-65
G4-MM7	The extent to which grievance mechanisms were used to resolve disputes relating to land use, customary rights of local communities and indigenous peoples, and the outcomes	<a href="#">2021 Sustainability Report – Engaging with Indigenous Peoples</a> <a href="#">2021 Sustainability Report – 2021 Data Tables – Community Engagement</a>	1, 2	63-65 107
<b>Human Rights Assessment</b>				
412-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities Safety and Sustainability Policy</a> <a href="#">Human Rights</a> <a href="#">2021 Sustainability Report – Human Rights</a>	1, 2	24-27  35
412-1	Operations that have been subject to human rights reviews or impact assessments	<a href="#">2021 Sustainability Report – Human Rights</a>	1, 2	35
412-2	Employee training on human rights policies or procedures	<a href="#">2021 Sustainability Report – Human Rights</a>	1, 2, 4, 5, 6	35



## Social Standard Series

GRI Standard Number	Indicator Description	Location/Response	UNGC Principle	Page Number
<b>Local Communities</b>				
413-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">2021 Sustainability Report – Community</a> <a href="#">2021 Sustainability Report – Community Development</a> <a href="#">Stakeholder Engagement</a> <a href="#">Community Development</a> <a href="#">Working with Indigenous Peoples</a> <a href="#">Planning for Closure</a>	1, 2	24-27 59-65 85-87
413-1	Operations with local community engagement, impact assessments, and development programs	<a href="#">2021 Sustainability Report – Performance Highlights</a> <a href="#">2021 Sustainability Report – Community</a> <a href="#">2021 Sustainability Report – Community Development</a> <a href="#">Community Development</a> <a href="#">Stakeholder Engagement</a>	1	13 59-65 85-87
<b>Supplier Social Assessment</b>				
414-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Supplier Standards of Conduct</a> <a href="#">Managing Our Supply Chain</a> <a href="#">2021 Sustainability Report – Responsible Procurement</a> <a href="#">2021 Sustainability Report – Local Procurement</a>	1, 2, 3, 4, 10	24-27  36 84
414-1	New suppliers that were screened for social criteria	As required by our <a href="#">Supplier Standards of Conduct</a> , new suppliers to Kinross are screened under our due diligence process based on a range of criteria, including social criteria. <a href="#">2021 Sustainability Report – Responsible Procurement</a>	2	   36
<b>Public Policy</b>				
415-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our Sustainability Strategy – Our ESG Priorities</a> <a href="#">Public Policy</a>	10	24-27
415-1	Political contributions	<a href="#">2021 Sustainability Report – Public Policy</a>		37
<b>Socioeconomic Compliance</b>				
419-103	Management Approach Disclosures	<a href="#">2021 Sustainability Report – Our ESG Priorities</a> <a href="#">Code of Business Conduct and Ethics</a> <a href="#">Safety and Sustainability Policy</a> <a href="#">Ethical Conduct</a> <a href="#">2021 Sustainability Report – Ethical Conduct</a>		24-27   34
419-1	Non-compliance with laws and regulations in the social and economic area	<a href="#">Annual Information Form – Legal Proceedings and Regulatory Actions</a>		87-90
<b>Sector Specific: Artisanal and Small-Scale Mining</b>				
G4-MM8	Number (and percentage) of company operating sites where artisanal and small-scale mining (ASM) takes place on or adjacent to the site; the associated risks and actions taken to manage and mitigate these risks	During the reporting period, artisanal mining occurred adjacent to three (37%) out of eight mine locations.		
<b>Sector Specific: Resettlement</b>				
G4-MM9	Sites where resettlements took place, the number of households resettled in each, and how their livelihoods were affected in the process	There were zero cases of resettlement and relocation in 2021. <a href="#">2021 Sustainability Report – Community</a>	1, 2	60



## 2021 Sustainability Accounting Standards Board (SASB) Index

SASB is an independent, private sector standards-setting organization dedicated to enhancing the efficiency of the capital markets by fostering high-quality disclosure of material sustainability information that meets investor needs. This table references the standards that are relevant to Kinross, which are the Metals & Mining Standard (2021:12) (EM-MM) as defined by SASB's Sustainable Industry Classification System<sup>®</sup> (SICS<sup>®</sup>). In some instances, reference is made to our [website](#), [2021 Sustainability Report](#), [2021 Annual Report](#), [Annual Information Form](#), [Management Information Circular](#), and other relevant documents.

SASB Topic	Accounting Metric	Category	Unit of Measure	Code	Data	Reference
<b>Greenhouse Gas Emissions</b>	(1) Gross global Scope 1 emissions, (2) Percentage covered under emissions-limiting regulations	Quantitative	Metric tons (t) CO <sub>2</sub> -e, Percentage (%)	EM-MM-110a.1	(1) 1,121,578 (2) 0% of our Scope 1 emissions are covered under emissions-limiting regulations.	<a href="#">2021 Sustainability Report – Climate and Energy (p. 46)</a> <a href="#">2021 Data Tables – Greenhouse Gas Emissions (p. 95)</a>
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	n/a	EM-MM-110a.2	In May 2021, we announced our commitment to the goals of the Paris Agreement with the ultimate objective of attaining net-zero GHG emissions by 2050. In February 2022, we announced our plan to achieve a 30% reduction in intensity per ounce of gold produced of Scope 1 and Scope 2 emissions by 2030, over our 2021 baseline, on a path to net-zero by 2050. See discussion in listed references.	<a href="#">2021 Sustainability Report – Climate and Energy (p. 46)</a> <a href="#">2021 Data Tables – Greenhouse Gas Emissions (p. 95)</a> <a href="#">2021 Climate Report</a>
<b>Air Quality</b>	Air emissions of the following pollutants: (1) CO, (2) NO <sub>x</sub> (excluding N <sub>2</sub> O), (3) SO <sub>x</sub> , (4) particulate matter (PM <sub>10</sub> ), (5) mercury (Hg), (6) lead (Pb), and (7) volatile organic compounds (VOCs)	Quantitative	Metric tonne (t)	EM-MM-120a.1	(1) CO 135.86 tonnes (2) NO <sub>x</sub> : 2,473 tonnes (3) SO <sub>x</sub> :1,076 tonnes (4) PM 280.96 (includes both PM <sub>10</sub> and PM 2.5) (5) mercury: 0.0026026 (6) lead: 0.2151107 (7) volatile organic compounds: 174.43	<a href="#">2021 Sustainability Report – Air Quality (p. 58)</a> <a href="#">2021 Data Tables – Air Emissions (p. 106)</a>
<b>Energy Management</b>	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	EM-MM-130a.1	(1) 21,878,722 (2) 19% (3) 18%	<a href="#">2021 Sustainability Report – Climate and Energy (p. 46)</a> <a href="#">2021 Data Tables – Energy (p. 98-100)</a>
<b>Water Management</b>	(1) Total fresh water withdrawn (2) Total fresh water consumed (3) Percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m <sup>3</sup> ), Percentage (%)	EM-MM-140a.1	(1) 89,185 (2) 60,089 (3) Percentage of water withdrawn from areas of water stress: 3% and percentage of water consumed from areas of water stress: 4.5%.	<a href="#">2021 Sustainability Report – Water Management (p. 47)</a> <a href="#">2021 Data Tables – Water (p. 100)</a>
	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Quantitative	Number	EM-MM-140a.2	At our operating mines, Kinross experienced zero exceedances associated with water quality permits, standards, and regulations in 2021.	<a href="#">2021 Sustainability Report – Environment – Compliance (p. 45)</a> <a href="#">2021 Data Tables – Environmental Compliance (p. 95)</a>



SASB Topic	Accounting Metric	Category	Unit of Measure	Code	Data	
<b>Waste &amp; Hazardous Materials Management</b>	Total weight of non-mineral waste generated	Quantitative	Metric tonnes	EM-MM-150a.4	33,649	<a href="#">2021 Sustainability Report – Waste Management (p. 50)</a> <a href="#">2021 Data Tables – Waste (p. 104)</a>
	Total weight of tailings produced	Quantitative	Metric tonnes	EM-MM-150a.5	80,705,926	<a href="#">2021 Sustainability Report – Tailings Management and Mineral Waste (p. 57)</a> <a href="#">2021 Data Tables – Tailings and Waste Rock (p. 102)</a>
	Total weight of waste rock generated	Quantitative	Metric tonnes	EM-MM-150a.6	246,068,345	<a href="#">2021 Sustainability Report – Tailings Management and Mineral Waste (p. 57)</a> <a href="#">2021 Data Tables – Tailings and Waste Rock (p. 102)</a>
	Total weight of hazardous waste generated	Quantitative	Metric tonnes	EM-MM-150a.7	5,230.2	<a href="#">2021 Sustainability Report – Waste Management (p. 50)</a> <a href="#">2021 Data Tables – Waste (p. 105)</a>
	Total weight of hazardous waste recycled	Quantitative	Metric tonnes	E-MM-150a.8	3,084.5	<a href="#">2021 Sustainability Report – Waste Management (p. 50)</a> <a href="#">2021 Data Tables – Waste (p. 105)</a>
	Number of significant incidents associated with hazardous materials and waste management	Quantitative	Number	EM-MM-150a.9	At our operating mines, Kinross experienced zero significant incidents associated with hazardous materials and waste management in 2021.	<a href="#">2021 Sustainability Report – Environment – Compliance (p. 45)</a>
	Description of waste and hazardous materials management policies and procedures for active and inactive operations	Qualitative	Description	EM-MM-150a.10	See discussion in listed references.	<a href="#">Safety and Sustainability Policy</a> <a href="#">2021 Sustainability Report – Waste Management (p. 50)</a> <a href="#">Waste Management</a> <a href="#">2021 Sustainability Report – Cyanide Management (p. 58)</a> <a href="#">Cyanide Management</a>
<b>Biodiversity Impacts</b>	Description of environmental management policies and practices for active sites	Discussion and Analysis	n/a	EM-MM-160a.1	See discussion in listed references.	<a href="#">Biodiversity</a>
	Percentage of mine sites where acid rock drainage is: (1) predicted to occur (2) actively mitigated (3) under treatment or remediation	Quantitative	Percentage (%)	EM-MM-160a.2	(1) 50% (2) 50% (3) 0% under treatment/remediation	<a href="#">2021 Sustainability Report – 2021 Data Tables – Tailings and Waste Rock – (p. 102)</a> <a href="#">2021 Sustainability Report – Tailings Management and Mineral Waste (p. 50)</a>
	Percentage of (1) proved reserves (2) probable reserves in or near sites with protected conservation status or endangered species habitat	Quantitative	Percentage (%)	EM-MM-160a.3	Kinross currently discloses which sites are on or near areas of high biodiversity value and/or protected conservations status but does not provide the percentages of proved or probable reserves.	



SASB Topic	Accounting Metric	Category	Unit of Measure	Code	Data	Reference
<b>Security, Human Rights &amp; Rights of Indigenous Peoples</b>	Percentage of (1) proved and (2) probable reserves in or near areas of conflict	Quantitative	Percentage (%)	EM-MM-210a.1	At December 31, 2021, Kinross does not have any proven and probable reserves in or near areas of conflict. (1) 0 (2) 0	<a href="#">2021 Sustainability Report – Community (p. 60)</a>
	Percentage of (1) proved reserves and (2) probable reserves in or near Indigenous land	Quantitative	Percentage (%)	EM-MM-210a.2	In 2021, three operating mines and three projects are located in or adjacent to Indigenous Peoples' territories. Kinross does not report against this metric relative to proven and probable reserves.	<a href="#">2021 Sustainability Report – Community – Engaging with Indigenous Peoples (p. 63-65)</a>
	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	Discussion and Analysis	n/a	EM-MM-210a.3	See discussion in listed references.	<a href="#">Human Rights Working with Indigenous Peoples 2021 Sustainability Report – Community (p. 59-62)</a> <a href="#">2021 Sustainability Report – Community – Engaging with Indigenous Peoples (p. 63-65)</a> <a href="#">2021 Sustainability Report – Community – Addressing Local Stakeholder Issues (p. 66-69)</a> <a href="#">Working with Indigenous Peoples Stakeholder Engagement</a>
<b>Community Relations</b>	Discussion of process to manage risks and opportunities associated with community rights and interests	Discussion and Analysis	Percentage (%)	EM-MM-210b.1	See discussion in listed references.	<a href="#">Working with Indigenous Peoples Stakeholder Engagement 2021 Sustainability Report – Community (p. 59-62)</a> <a href="#">2021 Sustainability Report – Community – Engaging with Indigenous Peoples (p. 61-62)</a> <a href="#">2021 Sustainability Report – Community – Addressing Local Stakeholder Issues (p. 66-69)</a>
	Number and duration of non-technical delays (non-technical factors include, but are not limited, to those resulting from pending regulatory permits or other political delays related to community concerns, community or stakeholder resistance or protest, and armed conflict)	Quantitative	Number, Days	EM-MM-210b.2	Zero days.	<a href="#">2021 Sustainability Report – Community (p. 60)</a>
<b>Labor Relations</b>	Percentage of active workforce covered under collective bargaining agreements, broken down by U.S. and foreign employees	Quantitative	Percentage (%)	EM-MM-310a.1	Total workforce represented by collective agreements: 0% of our U.S. workforce is unionized.; 41.1% (includes Brazil, Chile, Ghana, Mauritania); 0% (Canada, Russia).	<a href="#">2021 Sustainability Report – Human Rights – Labour Rights (p. 35)</a>
	Number and duration of strikes and lockouts	Quantitative	Number, Days	EM-MM-310a.2	Zero strikes.	<a href="#">2021 Sustainability Report – Human Rights – Labour Rights (p. 35)</a>
<b>Workforce Health &amp; Safety</b>	(1) MSHA all-incidence rate (2) fatality rate (3) near-miss frequency rate (NMFR) (4) Average hours of health, safety, and emergency response training for (a) full-time employees and (b) contract employees	Quantitative	Rate	EM-MM-320a.1	(1) Total Reportable Injury Frequency Rate: 0.34 per 200,000 hours worked (2) Kinross reported a single fatality in 2021. The fatality rate per 200,000 is 0.00488 (3) Near-miss frequency rate 0.19 per 200,000 hours worked (employees only) (4) Average hours of training: (a) 46 hours (employees) (b) 29 hours (contractors)	<a href="#">2021 Sustainability Report – Workplace Health and Safety (p. 41-42)</a> <a href="#">2021 Data Tables – Workplace Health and Safety (p. 95-95)</a>
	Discussion of management of accident and safety risks and long-term health and safety risks	Discussion and Analysis	n/a	EM-CO-320a.2	See discussion in listed references.	<a href="#">2021 Sustainability Report – Workplace Health and Safety (p. 40-44)</a> <a href="#">Health and Safety</a>



SASB Topic	Accounting Metric	Category	Unit of Measure	Code	Data	Reference
<b>Business Ethics &amp; Transparency</b>	Management system for prevention of corruption and bribery throughout the value chain	Discussion and Analysis	n/a	EM-MM-510a.1	See discussion in listed references.	<a href="#">Ethical Conduct Supply Chain 2021 Sustainability Report – Responsible Procurement (p. 36)</a>
	Production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Quantitative	Metric tonnes (t) saleable	EM-MM-510a.2	0	
<b>Tailings Storage Facility Management</b>	Tailings storage facility inventory table: (1) Facility name (2) Location (3) Ownership status (4) Operational status (5) Construction method (6) Maximum premium storage capacity (7) Current amount of tailings storeg (8) Consequence classification (9) Date of most recent technical review (10) Material findings (11) Mitigation measures (12) Site-specific EPRP	Quantitative	Various	EM-MM-540a.1	Kinross does not currently report tailings storage facility information in the specified tabular format. The majority of the information can be found in our recently published Tailings Management Report (May 2022). Kinross will continue to move toward meeting the requirements of this disclosure framework.	<a href="#">Tailings Tailings Management Report 2021 Sustainability Report – Tailings Management and Mineral Waste (p. 57)</a> <a href="#">2021 Data Tables – Tailings and Waste Rock (p. 102)</a>
	Summary of tailings management systems and governance structure used to monitor and maintain the stability of tailings storage facilities	Discussion and analysis	n/a	EM-MM-540a.2	See discussion in listed references.	<a href="#">Tailings 2021 Sustainability Report – Tailings Management and Mineral Waste (p. 57)</a>
	Approach to development of Emergency Preparedness and Response Plans	Discussion and analysis	n/a	EM-MM-540a.3	See discussion in listed references.	<a href="#">Tailings 2021 Sustainability Report – Tailings Management and Mineral Waste (p. 57)</a> <a href="#">2021 Sustainability Report – Engaging Downstream Communities (p. 69)</a>
<b>Activity Metrics</b>	Production of (1) metal ores (2) finished metal products	Quantitative	Metric tonnes (t) saleable	EM-MM-000.A	(1) Gold equivalent – 64.3 (2) 0	<a href="#">2021 Annual Report – Consolidated Financial and Operating Highlights (MDA 2)</a>
	(1) Total number of employees (2) Percentage contractors	Quantitative	Number, Percentage (%)	EM-MM-000.B	(1) 9,322 full-time equivalent employees and 9,458 contractors for a total workforce of 18,780 (2) 50%	<a href="#">2021 Data Tables – Workforce (p. 108)</a>

## CAUTIONARY STATEMENT ON FORWARD-LOOKING INFORMATION

All statements, other than statements of historical fact, contained or incorporated by reference in this report, including any information as to the future performance of Kinross, constitute “forward-looking statements” within the meaning of applicable securities laws, including the provisions of the Securities Act (Ontario) and the provisions for “safe harbor” under the United States Private Securities Litigation Reform Act of 1995 and are based on expectations, estimates and projections as of the date of this report. Forward-looking statements include, without limitation, possible or future events, statements with respect to possible or future events, estimations and the realization of such estimates (including but not limited to associated timing, amounts and costs), expected expenditures and activities, timelines, requirements for additional capital, government regulation, legal proceedings, environmental risks, unanticipated reclamation expenses, and title disputes or claims. The words “advance”, “anticipate”, “believe”, “budget”, “expect”, “efforts”, “estimate”, “explore”, “focus”, “future”, “goal”, “initiative”, “optimize”, “plan”, “potential”, “pursue”, “schedule”, “strategy”, “study”, or “target”, or variations of such words and phrases or statements that certain actions, events or results “may”, “could”, “would”, “should”, “might”, “will be taken”, “occur” or “be achieved” and similar expressions identify forward-looking statements. Forward-looking statements are necessarily based upon a number of estimates and assumptions that, while considered reasonable by Kinross as of the date of such statements, are inherently subject to significant business, economic and competitive uncertainties and contingencies. Many of these uncertainties and contingencies can affect, and could cause, Kinross’ actual results to differ materially from those expressed or implied in any forward-looking statements made by, or on behalf of, Kinross. There can be no assurance that forward-looking statements will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements. All of the forward-looking statements made in this report are qualified by these cautionary statements and those made in the “Risk Factors” section of our most recently filed Annual Information Form and 40-F, the “Risk Analysis” section of our FY 2021 and Q1 2022 Management’s Discussion and Analysis to which readers are referred and which are incorporated by reference in this report, all of which qualify any and all forward-looking statements made in this report. These factors are not intended to represent a complete list of the factors that could affect Kinross. Kinross disclaims any intention or obligation to update or revise any forward-looking statements or to explain any material difference between subsequent actual events and such forward-looking statements, except to the extent required by applicable law.

Other information where we say “we”, “us”, “our”, the “Company”, or “Kinross” in this Report, we mean Kinross Gold Corporation and/or one or more or all of its subsidiaries, as may be applicable.





# Corporate Information

## Corporate Information

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## Publications

To obtain copies of Kinross' publications, please visit our corporate website at Kinross.com, contact us by email at info@kinross.com or call 1-866-561-3636.

