

KINROSS

# WORLD

DECEMBER 2011

CONNECTING OUR PEOPLE AND PLACES



## PUTTING PEOPLE FIRST: KEEPING SAFETY AS OUR TOP PRIORITY

*Issue* **9**

### INSIDE

- Learning from Experience: Determining Root Causes
- Taking Time Out for Safety across Kinross
- Living our Five Pillars of Health & Safety
- Caterpillar Alliance Creates Value
- Around Kinross

*and more...*

# CEO MESSAGE

Welcome to Issue 9 of *Kinross World*.

Safety is the most important part of everything that we do at Kinross.

Early in 2011, Kinross employees around the world stopped work and took time to reflect on our safety performance. After identifying a worrying trend that showed a decline in our 2011 safety record, it became clear that we needed to pause from our everyday activities to refocus our commitment to safety.

As a company, safety is rooted in our value of "putting people first" and is our number one priority. It is our responsibility to ensure safety is the focal point of all our sites by providing proper training, recognizing and rewarding exceptional health and safety behaviours, and consistently communicating and measuring safety performance.

Ultimately, responsibility for safety rests with every one of us. We need to be vigilant, be active participants in training, conscientious in our tasks, and communicate openly with our colleagues in order to have a safe working environment.

The overall performance of a mine is generally reflected in its safety record. Working safely reflects a well-run operation and equates to a skilled and dedicated team of individuals making the right decisions.

Our ultimate goal is to get our people – all employees and contractors – home safely at the end of every shift. We have to always remember that no job is so important that it can't be done safely.

I salute the hard work and the dedication of our health and safety teams across the company, and commend everyone for your ongoing efforts to help make Kinross the safest company in our industry.



**Tye W. Burt**  
President & Chief Executive Officer  
Kinross Gold Corporation



Truck inspection at La Coipa



**Tye Burt** (President & CEO), right, presents **Rolando Cubillos** (General Manager, La Coipa) with Kinross' annual safety award at the 2011 Leadership Summit in Toronto

ON THE COVER: Round Mountain employees take part in a mine rescue competition, from left to right, **Greg Teixeira** (Health & Safety Specialist), **Derrick Brown** (Blaster), **Patrick Sweeney** (Process Operator), **Shonlee Berg** (Surveyor), **David Reid** (Mobile Maintenance Mechanic)

# FOCUS ON SAFETY



An important question to ask yourself at the beginning of every shift:

**HOW DO YOU DEMONSTRATE YOUR COMMITMENT TO HEALTH AND SAFETY?**



Paracatu mechanics from left to right: **Gilson Gonçalves dos Santos**, **Valdir Faria Nogueira**, and **Moises Pires de Almeida Lara**

In this issue, we put a spotlight on health and safety to keep it top of mind as we enter the New Year. You will find valuable lessons we've learned from Root Cause Analysis investigations, see what the Five Pillars of Health & Safety mean to some of our champions around the company, and find simple tips to avoid hand injuries – one of the most common injuries across Kinross.

In June 2011, a tragic fatality occurred at our Fort Knox mine in Alaska. Prior to the accident, Fort Knox had recorded more than 4.4 million hours without a lost-time injury. The fatality is a stark reminder of the importance of practicing safe behaviours, and how all employees, contractors and visitors need to be mindful of safety in all our tasks. We need to be thinking about safety at all times and assessing risks constantly. It is everyone's responsibility to support the Health & Safety program by actively participating in all training, reporting unsafe conditions, and ensuring that they and their co-workers follow all protective measures and safe work methods.

Safety also comes from leadership, and ensuring we have the processes and the culture in place that positions safety as the top priority of our company. At our Chirano mine in Ghana, for example, the strategy to raise the bar on health and safety management begins by asking their managers key questions to assess their status as leaders on health and safety. Two of the questions – "how do you demonstrate your commitment to health and safety?" and "are we using field level risk assessment tools to minimize risk?" – we can all keep in mind at the beginning of our working day.



If we ask ourselves these questions, and show our daily commitment through positive actions, encouraging words to our colleagues, and following all safety measures, we can all be safer as individuals, as a site, as a company, and as a community.

**Brant Hinze**  
Executive Vice-President and Chief Operating Officer

# LEARNING FROM EXPERIENCE: DETERMINING ROOT CAUSES AT ROUND MOUNTAIN AND FRUTA DEL NORTE

At Kinross, management undergoes an exhaustive root cause analysis to determine causes of accidents and near accidents to prevent them from happening in the future. By asking three main questions – 1) *What happened?* 2) *Why did it happen?* 3) *How can we prevent it from happening in the future?* – we can prevent future incidents, protect employees, and contribute to the continuous improvement of our operations.

Two incidents – one at Round Mountain and the other at Fruta del Norte (FDN) – demonstrate the benefits of root cause analyses and why they are important for every Kinross employee.



At Round Mountain, filter resistor bank damage after an electrical arc formed, burning an employee's hands



Round Mountain Maintenance Electrician/Instrumentation Technicians **Mario Esparza**, left, and **Keith Moyle**, are both wearing protective CAT 4Suits

## ROUND MOUNTAIN IMPROVING ELECTRICAL STANDARDS

### WHAT HAPPENED?

In 2009, three employees at Round Mountain heard a strange noise coming from the mill transformer yard. They went to investigate and noted that there was static electricity coming from a filter resistor bank. One employee decided to test how much static was emitted by the filter bank using an electric meter. He placed one of the leads on the ground wire and the other on the base of the filter bank. As soon as both leads made contact, an electrical arc occurred that caused the meter to explode. The employee suffered second degree burns to his hands.

### HOW DID IT HAPPEN?

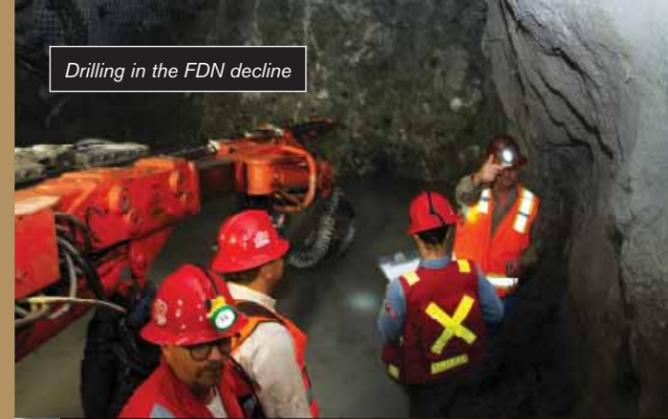
Employees involved did not recognize the static as a considerable threat or hazard. In addition, they were using the wrong tool for the job and were not using proper PPE (personal protection equipment), which could have prevented injury.

### HOW CAN WE PREVENT IT FROM HAPPENING IN THE FUTURE?

The investigations revealed that the United States' Mine Safety and Health Administration (MSHA) regulations do not cover arc flash scenarios, or address the use of arc flash PPE and procedures for high and low voltage applications. Round Mountain implemented more rigorous standards to minimize future accidents. After a thorough review process, the new policy was established as an international Kinross standard, with some adjustments made for local regulations.

### OUTCOME:

At all our mine sites around the world, electrical standards and procedures were standardized and improved, making every employee safer when doing any electrical work.



Drilling in the FDN decline



The entrance to the decline at FDN

## FRUTA DEL NORTE AVOIDING DECLINE GROUND FALLS

### WHAT HAPPENED?

This past September, FDN experienced a ground fall during construction of a cross cut drift away from the exploration decline. Initially, a wedge of rock fell from the roof of the cross cut after a blast.

During the next few days, efforts were made to secure the area, including installing cable supports and 10 resin bolts to fix two steel mesh screens to the rock walls. Workers also applied shotcrete – a concrete mix sprayed through a high-power hose – for further reinforcement. However, loose rock continued to unravel. About a week after the first rock fell, a portion collapsed in the cross cut intersection. No injuries were incurred and no equipment was damaged.

### HOW DID IT HAPPEN?

A major factor was a change in the rock formation which resulted in poor ground conditions. The bolting procedures should have required ground support to be immediately installed in the freshly blasted ground.

### HOW CAN WE PREVENT IT FROM HAPPENING IN THE FUTURE?

A number of recommendations came from the investigation, including: immediately bolt and apply shotcrete to reinforce the ground in blasted underground drifts; quickly address all unusual ground conditions; conduct more underground training for geotechnical and geologist personnel, and site crews; improve communication between geotechnical personnel and development contractors.

### OUTCOME:

Creation of detailed bolting standards for four-way intersections, implementation of more explicit operations controls, sharing learnings to help better identify ground faults and provide additional training for employees working at underground mines.

# PUTTING PEOPLE FIRST: TIME OUT FOR SAFETY

In April 2011, Kinross staged a Global Time Out for Safety. During this event, every Kinross operation, office and project site held a two-hour meeting attended by all employees and contractors. Presentations included an overview of Kinross safety trends, and how our teams can refocus their efforts to improve safety performance. Kinross leaders shared the key requirements needed from employees to ensure safety is the top priority across the company and challenged workers to evaluate their personal behaviours and identify opportunities for improvement. Key learnings from the event were shared company-wide.

## NORTH AMERICA



### WHAT THEY LEARNED

- Safety is important from a corporate standpoint. No one is exempt when it comes to safety.
- Supervisors need to be equipped with tools to maintain safety standards without having to rely on the safety department.



### CHALLENGES AND OPPORTUNITIES

- Improving communication.
- Empowering supervisors to exert authority, less reliance on the safety department.

## SOUTH AMERICA



### WHAT THEY LEARNED

- The importance of supervisor ownership and accountability.
- The importance of analyzing, planning and controlling risks.



### CHALLENGES AND OPPORTUNITIES

- Eliminating a risk tolerant mindset.
- Building a safe Ecuadorian mining culture and setting high national industry standards.

## WEST AFRICA



### WHAT THEY LEARNED

- Importance of empowering all staff to have the confidence to recognize unsafe acts and take appropriate action.
- Senior management's commitment to safety provides a great opportunity for everyone else to practice safe behaviour.



### CHALLENGES AND OPPORTUNITIES

- Reducing the number of accidents by increasing the number of reports and the identification and treatment of near misses.
- Establishing good habits and best practices with the hiring of new employees.

## RUSSIA



### WHAT THEY LEARNED

- Value of communicating with colleagues when carrying out tasks that require assistance.
- Importance and benefits of using proper safety equipment.



### CHALLENGES AND OPPORTUNITIES

- Managing dust levels in the mine is an opportunity to develop new protocols and procedures.

## TWO METRICS FOR A SAFE WORKPLACE



**John Kauffman** (Mine Operations, Fort Knox) former Health & Safety SOS Coordinator at Fort Knox and 2010 Living Our Values winner

There are two key metrics our Health & Safety teams across Kinross measure to ensure a safe working environment. These metrics are valuable because they allow us to predict potentially unsafe situations and behaviours. If we see an increase in these metrics, then we can take immediate action to mitigate risk.

### Near Misses

A near miss, or near hit, is an event that under slightly different circumstances could have resulted in injury or property damage.

#### Why are they important?

By reporting and investigating near misses, the root cause can be identified and similar incidents prevented at all of our sites.

### Leading Indicators

Leading indicators measure activities that proactively manage health and safety, such as performance against a site's plan for safety meetings, near miss investigations, workplace inspections and task observations and training hours.

#### Why are they important?

Keeping track of leading indicators helps us understand how we are doing compared to our health and safety commitments so we can correct any deficiencies before problems arise.

## SAFETY MILESTONES AT FDN AND DVOINOYE

### LTI free for 1 year at Fruta del Norte

Congratulations to Fruta del Norte for reaching an entire year without a lost-time injury (LTI) or a restricted work activity case (RWAC). As of the beginning of October 2011, the FDN LTI rate is 0.00 for Kinross employees, and 0.00 for contractors!

### 500 days lost-time accident free at Dvoinoye

On September 27, 2011, Dvoinoye reached 500 days without a lost-time accident (LTA).



*"While this is an achievement to be proud of, our focus will remain on continuously improving our performance in the health and safety arena during the development of the Dvoinoye project. Development activities will continue to increase and our team will be up to the challenge of going 1,000 days LTA-free."*

**Chris Chmura** (Project Director, Dvoinoye)

## THE TASK AT HAND: HAND INJURY PREVENTION



Gold pour at Fort Knox

In 2011, hand injuries have been one of the most common on-the-job accidents across all Kinross mine and project sites. Because we use our hands in almost every day-to-day task both on and off the job, it is easy to take them for granted and to forget to take the necessary safety precautions to protect them. The following is a list of hand safety "Dos and Don'ts" from the Kinross Safety team to help employees work more safely with their hands.

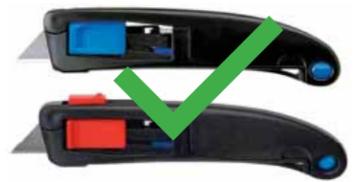
*"Protecting yourself from hand injuries can be as simple as using brightly coloured, protective gloves. Making your hands highly visible helps you pay attention to the task at hand. All jobs can become dangerous if we fail to keep our eyes on the task."*

**Tracey Jeffs** (Manager, Health & Safety)

### PROHIBITED



### APPROVED



*DO use the right tool for the job. Even if a task seems simple, it can become dangerous if we use the wrong tools. Use cutting tools approved by your site and your supervisor, and if you're unsure always ask.*

### ✓ DO

- Communicate with your team about the task you're working on
- Use the proper PPE for the job (see chart below)
- Use the right tool for the job
- Clear work area of all clutter and tripping hazards before performing a task
- Remember to always disconnect power when changing blades

### ⊘ DON'T

- Place hands near pinch points or rotating parts
- Allow work area to become slippery due to oil based chemicals
- Cut in awkward positions
- Cut or work on unstable surfaces
- Modify tools to defeat safety devices

## USING THE PROPER GLOVES FOR THE TASK

Some gloves are designed for specific, singular tasks, while other gloves can be used for a variety of tasks.



### Performance

Wood Handling, General Labour, Maintenance



### Welding

Welding



### Leather

Metal (General), Climbing, Carpentry, Automotive Shops, Heavy Equipment Shops, General Maintenance, General Labourer, Millwright



### Chemical Resistant

Chemical Handling



### Cut Resistant

Metal (Sheet), Glass, Blade Replacement

# LIVING THE FIVE PILLARS OF HEALTH & SAFETY

The Five Pillars of Health & Safety are the foundation of our Health & Safety Management System, and we expect that all our employees put them into practice every day. They provide us with an overarching framework that will help us achieve our goal of every Kinross employee returning home safe and healthy every day.

Below, some of our employees share their thoughts on what the Five Pillars of Health & Safety mean to them.



**Everton Mesquita da Silva** (Operational Assistant, Paracatu), left, and **Rodrigo Martins Nogueira** (Maintenance Supervisor, Paracatu)



Targeted malaria control treatment in Chirano's catchment pond area



Safety is a top priority at Kettle River-Buckhorn



**"In Russia, we have implemented a Risk Assessment training program that will encourage our workforce to look forward, plan their work with assessment of risk, identify unsafe behaviour and conditions, and ensure that we all work safely."**

**Oleg Julanov** (Deputy Health & Safety Manager, Russia)



**"At Chirano, we've made great strides in controlling the spread of malaria at the mine site and within surrounding communities. We are not just improving the health and well-being of our employees, but also the health of the local populace. It is important that we think about health, safety and the environment not just at work, but at home as well."**

**Koduah Dapaah** (Health, Safety & Environment Manager and Community Relations Manager, Chirano)

**"We've rolled out a peer-to-peer observation program at Kettle River-Buckhorn to help make safety improvements. Job and/or task observations are a great way for supervisors to gauge the competency of their crew. Whether the observation is formal or informal, we find that we learn something new about the employee and what their approach is on safety in the workplace."**

**Tony Turcotte** (Safety Superintendent, Kettle River-Buckhorn)



**"Safety requires a vigilant and relentless commitment every hour of every day. That means taking responsibility for our actions and watching out for the person working next to you. If one person is unsafe, we are all unsafe. It also means considering safety in every decision we make and regularly providing the best safety training available. We have to ensure all our employees get home safely to their families every day – it is our number one priority."**

**Brant Hinze** (Executive Vice-President and COO)



**"Open communication is key to safety. If you see unsafe conditions, tell people, but always use positive reinforcement. The worst thing to do is to keep information to yourself when you know you could have helped to prevent an injury. We all need to foster a culture of open reporting so we can respond to safety issues."**

**Nick Toney** (Manager, Health & Safety, Ecuador)

# CONTINUOUS IMPROVEMENT: PURSUING OPERATIONAL EXCELLENCE... THE KINROSS WAY



Cat trucks at Paracatu

## THE CATERPILLAR ALLIANCE BRINGING KINROSS SIGNIFICANT COST SAVINGS

With our major projects at Tasiast, Lobo-Marte, Fruta del Norte and Dvoinoye, and with expansions at some of our existing operations, Kinross is going to be purchasing a lot more equipment. To provide us with the best possible pricing and support for these purchases, Kinross' Global Supply Chain team has signed a strategic agreement with Caterpillar for price discounts, rebates, and increased support in exchange for purchasing a certain percentage of our mining fleet from the company. Over the next five years, Kinross will be one of Caterpillar's largest mining customers. **Kirk McLellan** (Manager, Global Sourcing, Mining Categories) has been instrumental in developing our relationship with Caterpillar over the past several years and has taken a very active role in working with their dealer network in improving the quality of service and achieving better pricing on equipment and parts.

*"This is an important partnership for Kinross as we develop new mines and expand existing ones. We'll realize significant cost savings while improving our operations."*

*Brant Hinze (Executive Vice-President and COO)*

The three main components of the the Caterpillar (Cat) Alliance:

**1. Price discounts on purchases of new equipment**

**2. Rebates on parts**

Kinross receives a rebate cheque every quarter from Caterpillar based on the total parts spend for the period. As the size of Kinross' fleet expands the rebate percentage will also increase.

**3. Guaranteed Continuous Improvement Savings** over the next five years.

Apart from significant cost savings, the Caterpillar Alliance will bring other benefits:

- **Increased responsiveness and access to Cat dealers and experts**
- **Increased access to training programs and a library of best practices**
- **Priority access to Cat equipment in urgent situations**



Cat truck driving up incline at Fort Knox

## PARTNERING WITH CATERPILLAR TO DRIVE OPERATIONAL IMPROVEMENTS

Continuous Improvement (CI) is an important component of the Cat Alliance, as Caterpillar is committed to working with Kinross to drive significantly more value than just the guaranteed savings.

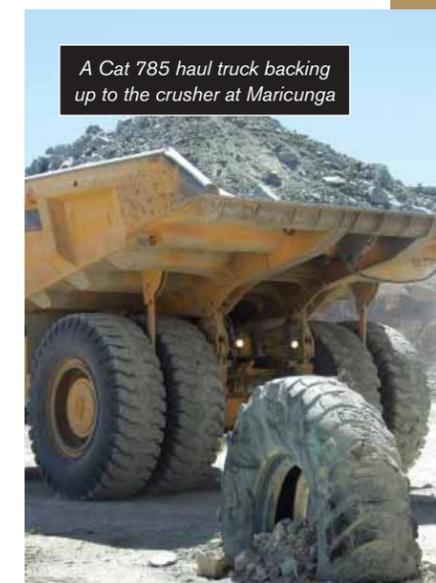
The CI component of the alliance is being rolled out through comprehensive Site Assessments performed by Caterpillar experts and supported by the local dealer at most Kinross sites to identify opportunities for improvement in maintenance and mine operations. **Luke Jalsevac** (Manager, Operations Strategy) has been coordinating this program for Kinross.

Site Assessments have already been performed at some sites and initiatives have been implemented, including: contamination control, pre-PM inspections, reduced unscheduled downtimes, warehouse inventory management, haul road design, and improved cycle times.

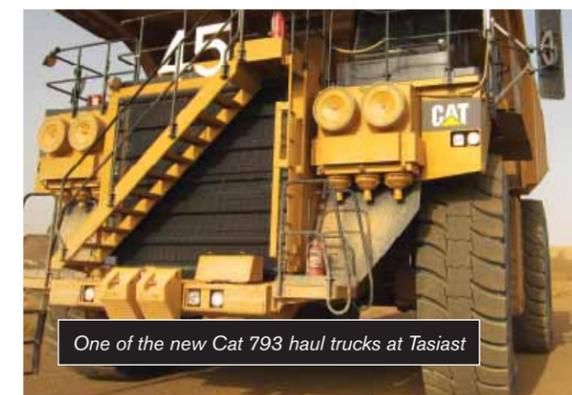
In addition, Caterpillar conducted valuable Applied Failure Analysis training workshops for 12 Kinross maintenance professionals earlier in the year, a notable benefit for Kinross since these are usually only offered to internal Caterpillar dealers.

*"As we dramatically increase the size of our global fleet, we look forward to furthering our commercial relationship with Caterpillar for mutual benefit."*

*Paul Tomory (Vice-President, Operations Strategy)*



A Cat 785 haul truck backing up to the crusher at Maricunga



One of the new Cat 793 haul trucks at Tasiast



Tire chains on a Cat 994 loader at Fort Knox



Caterpillar employee conducts a Site Assessment at Maricunga

# AROUND KINROSS

## Events and Success Stories from Across Our Global Community



### KINROSS NAMED ONE OF CANADA'S 10 MOST ADMIRABLE CORPORATE CULTURES



Generation Gold employees **Brian Stewart** (Mine Planner), left, and **Edison Botto** (Geologist, Lobo-Marte)

In November, Kinross was named one of *Canada's 10 Most Admired Corporate Cultures* by Waterstone Human Capital, a leading executive search and professional recruitment firm. The program recognizes leading Canadian organizations for having a culture that has helped them enhance performance and sustain a competitive advantage. More than 400 organizations were nominated, representing some of Canada's leading organizations. While this is a Canadian award, it recognizes our global culture and is an honour all our employees can take pride in.



### FORT KNOX RECERTIFIED IN CYANIDE MANAGEMENT



The heap leach at Fort Knox

Congratulations to the entire Fort Knox operation in achieving recertification to the International Cyanide Management Code. Special thanks to **Dixie Quandt** (Environmental Specialist) and **Mitch Berggren** (Mill Operations General Foreman) for their efforts championing recertification. Fort Knox was originally certified in February 2008. Responsible cyanide management is a key part of Kinross' commitment to worker safety, and the protection of the communities and environment where we operate. Round Mountain was the first Kinross mine to achieve recertification.



### ROUND MOUNTAIN EMPLOYEE COMPLETES 100 MILE RUN



Calvin running 100 miles through the back roads of Nevada

Congratulations to Round Mountain's **Calvin Dutton** (Plant Maintenance General Foreman), who completed a 100 mile marathon this past September. During the 25 hour and 18 minute run, Calvin had over 30 friends stationed along the course to help keep him motivated. Calvin took up running in 2000 as a way to stay in shape and was immediately hooked. Calvin says his next challenge will be to run the Western States 100, then the Badwater Ultramarathon, a 135-mile run through Death Valley, California.



**Tye Burt** (President & CEO), middle, listens to translations at the FIAC meeting

### KINROSS PRESENTS STRATEGY TO INCREASE MINING INVESTMENT IN RUSSIA



The report "Fostering Foreign Investment in Mineral Exploration and Development in Russia" was published in Russian and English

On October 17th, **Tye Burt** (President & CEO) presented a Kinross White Paper to Prime Minister Vladimir Putin and Russia's Foreign Investment Advisory Council (FIAC) with suggestions on how to increase foreign direct investment in mineral exploration and development in Russia. FIAC is composed of some of the world's largest companies, including BHP Billiton, Coca-Cola, ExxonMobil, PepsiCo, Shell, and Nestlé.

Mr. Putin responded positively to Kinross' recommendations: "You (Tye Burt) are absolutely right in saying that Russia contains a potential that probably no other country can match. And we realize that this could give us a competitive edge... we'll do our best to try to find ways to stimulate investment in the production of mineral resources. As I said, it will be a pleasure for us to consider your proposals."

The paper provides a series of specific recommendations regarding property rights, financial reform, taxation policy, and mineral resource classification systems.



## KINROSS CEO NAMED TO CANADA'S CLEAN50

In September, **Tye Burt** (*President & CEO*) was named to *The Clean50* – a collection of exceptional Canadian leaders who are going above and beyond to make a difference in the areas of sustainable development and corporate responsibility (CR). Tye was the only mining sector leader named to the list, which also includes executives and thought leaders from Suncor, World Wildlife Foundation Canada, and ConocoPhillips. Since becoming President & CEO, Tye has actively promoted the evolution of Kinross as a leader in CR among its peers, and has enshrined CR as a key strategic driver and business imperative. Kinross has been named one of Canada's Top 50 Responsible Corporations by *Maclean's* magazine for the past four years, and one of Canada's Best 50 Corporate Citizens by *Corporate Knights* magazine for the past two years. Most recently, Kinross was named to the Dow Jones Sustainability World Index (DJSI).

**Tye Burt** (*President & CEO*)



## LA COIPA WINS SAFETY AWARD



From left to right: **Rolando Cubillos** (*Vice-President and General Manager, La Coipa*), **Humberto Aquino** (*Senior Vice-President, South America*) and **Luis Sougarret**, *President of the Chilean Institute of Mining Engineers*

La Coipa was awarded the John T. Ryan award for its excellence in safety in 2010 by the Chilean Institute of Mining Engineers (Insituto de Ingenieros de Minas de Chile). Founded in 1941 by the Canadian Institute of Mining and the Mine Safety Appliances Company (MSA), the award was presented to **Humberto Aquino** (*Senior Vice-President, South America*) and **Rolando Cubillos** (*Vice-President and General Manager, La Coipa*).

The John T. Ryan award marks yet another remarkable achievement for La Coipa, which also received an award from the Atacama Regional Committee of Safe Mining for being one of the safest mines in the Atacama region, clocking 3.8 million working hours without a lost-time accident.



## KINROSS' RUSSIA SUCCESS HELPS BUSINESS STUDENTS



**Zeeshaan Mustafa**, *right centre*, and **Nina Crook**, *left centre*, *MBA students from the University of Toronto*



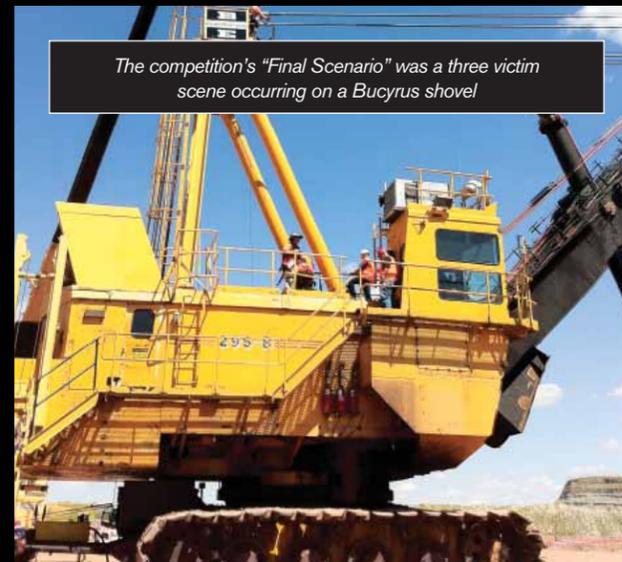
**Lou Naumovski** (*Vice-President & General Director, Moscow Representative Office*)

In October, two students from the University of Toronto's Rotman School of Business placed second in the National University of Singapore's Business Case Championship – a competition that challenges students to tackle real world problems, and which comprised 575 teams made up of top-performing business students from around the globe.

The Rotman team reached out to Kinross to learn about our company's success and experience in Russia, gaining valuable knowledge from **Lou Naumovski** (*Vice-President & General Director, Moscow Representative Office*). "With Lou's powerful insights we were able to present a very unique perspective," said a member of the Rotman team. "The judges were impressed with our research and deep understanding of the challenges that western multinational companies face, and as the only North American team to compete in the finals, we were especially proud to share how a Canadian company has been extremely successful!"



## ROUND MOUNTAIN TAKES PART IN RESCUE COMPETITION



The competition's "Final Scenario" was a three victim scene occurring on a Bucyrus shovel

Kudos to Round Mountain's Emergency Response Team who came in second place in their group during the 31st Annual Gillette Surface Mine Rescue Competition. Round Mountain squared off against some of the best teams in the U.S., performing especially well in the final scenario, a three victim scene on a Bucyrus shovel. At the competition, the team was able to hone its skills in a realistic situation and learn more about emergency response from the other competitors.



## KINROSS BOARD VISITS BUCKHORN MINE

*Kinross Board members in front of the north portal entrance at Buckhorn*



**Tye Burt** (*President & CEO*) samples water from the water treatment facility at Buckhorn

In early October, Kinross' Board of Directors, **Tye Burt** (*President & CEO*), **Paul Barry** (*Chief Financial Officer*), **Brant Hinze** (*Chief Operating Officer*) and **Lisa Colnett** (*Senior Vice-President, HR and Corporate Services*) toured the underground Buckhorn mine in Washington State. The group also visited the site's state-of-the-art water treatment plant, which includes the \$1.5 million reverse osmosis plant. The plant allows the site to treat a higher volume of water, improving the quality of water stored underground and significantly decreasing the amount of waste water generated.



## HYDROPONIC GARDENING AT KUPOL



*Young iceberg lettuce and tomato plants grow in Kupol*

**Heidi-May Schimper**, wife of **Claude Schimper** (*General Manager, Kupol*), spearheaded an exciting new sustainable initiative at Kupol. Using hydroponic growth methods, she has created a small vegetable garden inside a sea container. The vegetables are growing quickly and healthily and will soon be ready to feed Kupol employees. If the project continues to be a success, it will be shared and implemented in local communities who could also benefit from more fresh, local food. The project has been captured by Kinross' Continuous Improvement framework and its implementation and operation costs have been tracked from day one.



## TORONTO OFFICE TAKES A MILLION STEPS

This fall, Kinross was recognized as one of the most active teams in the Global Corporate Challenge, the world's biggest corporate wellness challenge. The competition asks participants to wear a pedometer for 16 weeks to track how many steps they take on a daily basis. The 126 participants who signed up for the challenge in Toronto took over 1 million steps! Collectively, Kinross employees walked around the world 2.4 times and burned off over 12,000 large hamburgers! On October 19th, the CEO of Global Corporate Challenge visited the Kinross offices in recognition of our outstanding performance and awarded medals to the winning team.

The winning team walked a combined 7,053 kilometres. From left to right: **Shelley Riley** (Vice-President, Office Services & Corporate Secretary), **Luana Lindorfer** (Mailroom Coordinator), **Kris Brown** (Executive Assistant, Legal), **Karen Campbell** (Manager, Office Services), **Noel Moniz** (Mailroom Coordinator), **Krystal Brown** (Office Coordinator), **Priya Krishnamoorthy** (Corporate Secretarial Administrator)



## WEST AFRICA REGIONAL OFFICE GRAND OPENING



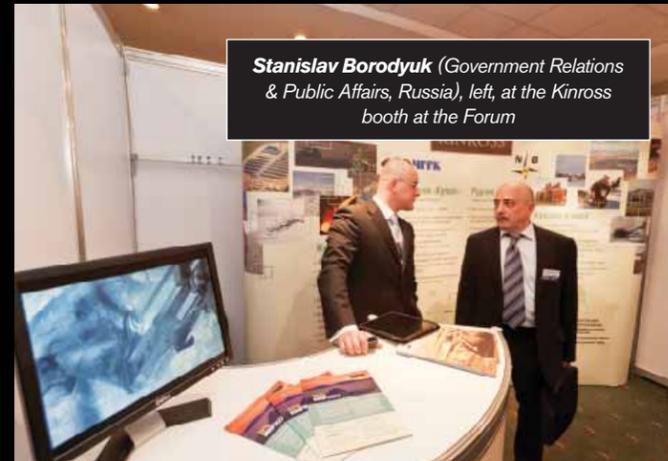
Kinross' West African regional office in Las Palmas, Canary Islands recently held its grand opening ceremony. **Patrick Hickey** (Regional Vice-President, West Africa) speaks at the ceremony, which was attended by local dignitaries, including the President of Gran Canaria island and the President of the Government of the Canary Islands



Kinross staff at the new regional office in Las Palmas



## KINROSS RUSSIA ATTENDS THE MINEX FORUM



**Stanislav Borodyuk** (Government Relations & Public Affairs, Russia), left, at the Kinross booth at the Forum



**Warwick Morley-Jepson** (Regional Vice-President, Russia) addresses the audience at the MINEX Forum

At the 7th Mining and Exploration MINEX Forum 2011 in Moscow, **Warwick Morley-Jepson** (Regional Vice-President, Russia) presented Kinross' most recent achievements in developing the high-grade Kupol and Dvoinoye gold-silver mines in Chukotka, reaffirming the company's status as the largest foreign investor in the gold mining sector in Russia. Speaking at one of the Forum's Technical sessions, **Alexander Cherdantsev** (Vice-President, Environment, Health & Safety, Russia), focused on the company's experience in obtaining International Cyanide Management Code certification, making Kupol the first mine in Russia to obtain this certification. MINEX is one of the largest international business events for the Russian mining industry with over 120 speakers and 600 participants.



## KINROSS RECOGNIZED AS A CARBON DISCLOSURE LEADER IN CANADA



La Coipa mill at night



"We are proud to be named a leader in carbon disclosure by the CDP. We believe closely measuring and monitoring our carbon emissions is an important part of managing our overall environmental performance. We continue to strive to reduce our energy consumption and minimize our emissions at all Kinross operations."

**Mike Brown** (Vice-President, Energy)

In October, Kinross was named to the 2011 Canada 200 Carbon Disclosure Leadership Index and was ranked in the leading 10% of companies by carbon disclosure score. Kinross has been reporting on its carbon emissions since 2007, and this year the company was recognized for its transparency and comprehensive disclosure of greenhouse gas emissions by the Carbon Disclosure Project (CDP). CDP is an independent, not-for-profit organization launched to accelerate solutions to climate change and water management.

## BE PART OF THE PICTURE: THE 2011/2012 *LIVING OUR VALUES AWARDS*

In early 2012, we will open nominations for our fourth annual *Living Our Values Awards* (LOVA). We encourage you to think about a colleague whose effort over the past year deserves recognition.



Winners of the 2011 LOVA Awards, seated in front, left to right: **Eva Toro** (Buyer, Copiapó), **Jorge Opazo** (Shift Supervisor, Refinery, La Coipa), **Deana Zakar** (Executive Assistant, Kettle River-Buckhorn). Middle row, left to right: **César Almarza** (Geotechnical Engineer, Maricunga), **Justice Akramah** (Senior Electrical Supervisor, Chirano), **Khattary Ould Ahmed Hadad** (Dispatch Operator, Tasiast), **Charlie Davies** (Manager, Exploration, Toronto). Back row, left to right: **Gennady Khodov** (Electrical Foreman, Kupol), **Adalberto Magalhães** (Head of Mechanical Maintenance, Paracatu), **Dave Stewart** (Environmental Coordinator, Fort Knox), **Rick Cruea** (Maintenance Manager, Round Mountain).

KINROSS

*Kinross World* is an employee publication that aims to forge connections between our people and places around the globe. It is also designed to help us share best practices, as there is much we can each learn from the experiences of our colleagues, regardless of where we work or the language we speak. *Kinross World* is produced and distributed up to three times per year in English, Russian, Portuguese, Spanish and French.

*Kinross World* is intended for an internal audience and should not be used as a reference for, or in place of, the information contained in the company's financial statements, press releases, or regulatory filings.

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