



KINROSS

WORLD

NOVEMBER 2011

CONNECTING OUR PEOPLE AND PLACES

**DISCOVER
THE WAY:
TACKLING OUR
RECRUITMENT
CHALLENGE**

Issue 8

INSIDE

- Eliminating Unnecessary Safety Hazards
- Looking Back at Our 2011 Global Employee Survey Results
- Celebrating *Living Our Values Awards* Winners in Toronto
- Continuous Improvement: Responding to a Global Tire Shortage
- Around Kinross

and more...

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CEO MESSAGE

Help us meet our recruitment goals:
refer a friend today.

At Kinross, our growth story is not just about adding new projects to our pipeline, or increasing gold production. Our growth is also about people. Today, Kinross employs approximately 7,500 people across North America, South America, Russia and West Africa. By 2014, that number needs to climb to over 10,000. In this issue of *Kinross World*, we focus on how we are meeting that challenge.

Effective recruitment starts with effective retention, and at Kinross we work hard to create a culture where people want to stay and build their career. We conduct regular Global Employee Surveys and the results tell us that, in general, our people are proud to work at Kinross. You can read more about our 2011 survey results on pages 3 and 4.

Recruitment in the mining industry is fierce, and Kinross is meeting the challenge head-on. With one of the strongest growth profiles in our industry, we have a lot to offer prospective employees, including a global portfolio of the most exciting gold mining projects in the world. Equally important, we offer a culture built on *The Kinross Way* – a guiding philosophy that has helped us establish a strong reputation as a company that "does the right thing". In short, Kinross is a compelling option for job seekers looking to take their career to new heights.

You can help us tackle our recruitment challenge. If you know a new graduate who wants to start a career in mining, or an experienced professional who can add value to our team, we want to hear about them: contact your local HR or recruitment manager for more information.

You and your colleagues are the face of Kinross. Thank you for helping us build the kind of company that people want to be a part of.



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

ON THE COVER: Operational Assistants at our Paracatu mine in Brazil:
from left to right: **Vanderlan Da Cruz Dos Reis**,
Sueli Goncalves Araujo, **Robson Alves Soares**,
Robson Fernandes De Oliveira, and **Marta Regina Da Silva**



Floor-to-ceiling banners featuring *The Kinross Way* were unveiled at the *Living Our Values Awards* gala in Toronto. The banners were later reproduced into posters for each site.



Tye Burt (President & CEO) at the 2011 *Living Our Values Awards* gala in Toronto

FOCUS ON SAFETY



Employees at Paracatu: from left to right: **Claudison Barbosa** (Topography Technician), **Edna Silva** (Administrative Analyst), **Altobeli Araujo** (Planning Technician), **Andreia Costa** (Administrative Analyst) and **Eloisio de Souza Dutra** (Mechanics Technician)

THE CHALLENGE: ELIMINATE UNNECESSARY SAFETY HAZARDS



"Our people should be able to complete routine tasks safely without facing unnecessary hazards. An employee should not, for example, have to outfit themselves in elaborate Personal Protective Equipment to do a routine job. If a job that must be done routinely requires getting into safety harnesses or chemical suits, figure out a new way to do it. Engineer a better way."

Brant Hinze (Chief Operating Officer)

Brant Hinze (Chief Operating Officer), posed the challenge above at this year's Leadership Summit in Toronto. His comments followed an unacceptable rise in the number of mine site incidents and injuries by employees performing routine tasks.

Round Mountain is taking an aggressive approach to meeting Brant's challenge – and it's working. At the site's Annual Refresher Training sessions, two unnecessary safety hazards were raised for discussion: one month later, both hazards were eliminated.

In the first instance, Round Mountain warehouse employees were required to suit up in fall protection gear to unload inventory on the mezzanine (upper floor area), because the railing had to be removed every time the forklift approached. To eliminate this unnecessary hazard, the warehouse team researched and found a gate that automatically closes when the forklift approaches – eliminating the fall hazard completely. Kudos to **Dan Wootton** (Senior Training Supervisor), **Gene Winters** (Maintenance Planner), **Ken Hall** (Materials Manager), **Amy Martin** (Warehouse Supervisor), **Kim Hayes** (Warehouse Assistant), **Ron Detlefsen** (Warehouse Assistant) and the General Maintenance team for making this initiative happen.

In the second example, each time employees had to lubricate the rock picker on the crusher, they had to place the rock knocker off the edge of the deck in order to reach the components that needed to be greased. As a result of this precarious positioning, the employee performing the task had to use fall protection. To eliminate this hazard, Round Mountain installed extended grease lines. The new lines enable the employee to grease the components without having to extend the rock knocker beyond the working platform. Thanks to **Calvin Dutton** (Fixed Plant Maintenance General Foreman), **Johnnie Ray**, **Doug Shafer** and **James Oliphant** (all Maintenance Mechanics), for their leadership in eliminating this safety hazard.



Kim Hayes (Warehouse Assistant) with the gate before it was replaced by a new, safer version

"Round Mountain's efforts to eliminate unnecessary safety hazards have resulted in shining examples of the kinds of things we want to see happening at all of our sites and projects around the world. The result is a workplace that is getting safer every day, and the site is receiving national accolades for their efforts: in October, Round Mountain received a Sentinels of Safety award. Congratulations!"

Bill Goodhard (Vice-President, Health & Safety)



The new gate installed in the warehouse at Round Mountain

2011 EMPLOYEE SURVEY: CHARTING OUR PROGRESS



Svetlana Sineva
(General Legal Counsel, Russia)

"Kinross' global employee survey is a key vehicle for gathering your feedback and understanding how we are doing in terms of living our values and being a great place to work. Your opinions are very important, and we extend our sincere thanks to the thousands of employees who took the time in 2011 to share their perspectives. We are also very pleased that our newest sites – Chirano and Tasiast – had such high levels of participation. Stay tuned – more information will be communicated shortly regarding the site, regional and company-wide action plans we are putting in place as a result of your feedback."

*Lisa Colnett (Senior Vice-President, Human Resources & Corporate Services)
and Brant Hinze (Chief Operating Officer)*



Ahmed Yahya
(Metallurgical Engineer, Tasiast)

In 2011, 5,326 Kinross employees – or 78% of our people – responded to our Global Employee Survey. The survey asks employees to tell us how we are doing by responding to statements such as the following:

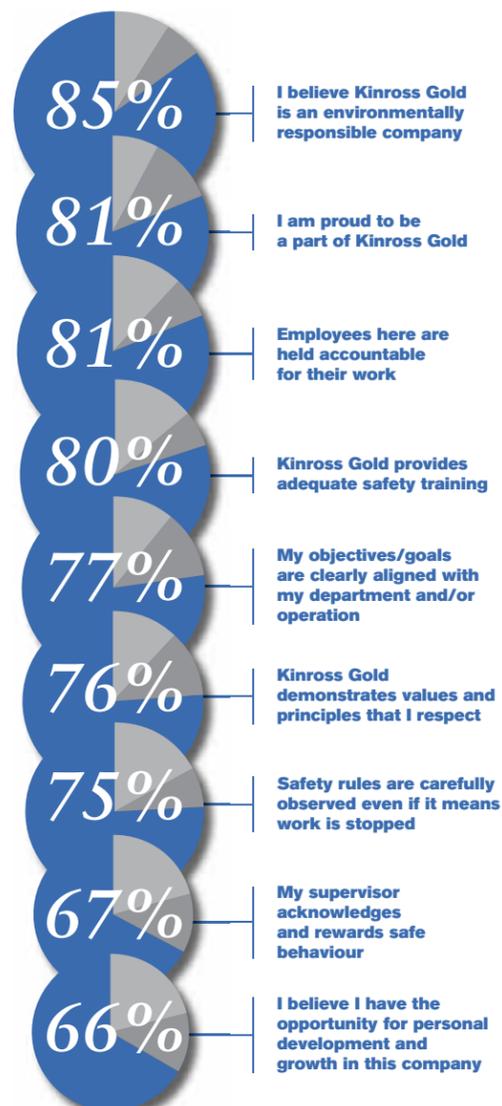
- **Kinross Gold values safety as a top priority.**
- **I am proud to be a part of Kinross Gold.**
- **The values of Kinross Gold guide me in my work on a day-to-day basis.**
- **I believe Kinross Gold is an environmentally responsible company.**

The survey is administered across all of our global operations and translated into Spanish, Portuguese, Russian, French and Arabic. Every survey is completed confidentially in hard copy or online, and submitted to a third-party administrator for review and analysis.

Why we do an employee survey

Our employee survey allows us to gauge the way you think and feel about Kinross. It provides a confidential vehicle for employees to share their honest opinions, and it gives us an opportunity to improve in the areas that matter most to you. The results provide baseline data so that we can measure the extent to which we are living our values, understand our strengths and areas of improvement, and evaluate our progress over time.

SURVEY HIGHLIGHTS & OPPORTUNITY AREAS*



■ Agree ■ Disagree ■ Do Not Know

*Note that the results and statements presented here represent only a fraction of the survey itself, and the data that is derived from it.

Our 2011 survey results told us that globally, the top three drivers of employee engagement at Kinross are **our values, performance management, and talent management/employee development**. This year's results also illustrated that we need to reinforce and strengthen our focus on Health & Safety. On this page, you can review scores from some of our top areas of strength, and our key opportunity areas.



Jorge Lema (Senior Geologist, Fruta del Norte)

ACTION PLANS LEVERAGING YOUR FEEDBACK TO MAKE KINROSS A BETTER PLACE TO WORK

Each site, region and function is reviewing their survey results and working with employees to develop action plans that address areas that need improvement. These action plans are under development, and will be communicated locally as they are finalized. Key areas of focus include Health & Safety, as well as employee development.

To learn more about the 2011 survey results and the specific action plans for your site, location or group, please contact your local HR manager.

DISCOVER THE WAY: TACKLING OUR RECRUITMENT CHALLENGE

Between now and 2014, one of Kinross' biggest challenges is to attract thousands of new employees to our company and retain those that we have – in a very competitive market. The success of our growth projects depends on us meeting this challenge.

Demand for mining professionals is high and supply is low: a large percentage of mining professionals are nearing retirement, universities aren't churning out new mining graduates fast enough, and everyone is working hard to keep their best people.

Every Kinross employee can help us meet our recruitment challenge: we encourage you to refer qualified people in your network to us. As ambassadors of this company, remember that how you describe your career experience at Kinross can have a very positive impact on our recruitment efforts.



Employees at our Fruta del Norte project in Ecuador

At Kinross, we're tackling our recruitment challenge using a comprehensive strategy that includes:

- 1 STRENGTHENING OUR HUMAN RESOURCES AND RECRUITMENT TEAMS CORPORATELY AND IN THE REGIONS;
- 2 CREATING AN EXTENSIVE GLOBAL DATABASE OF BOTH INTERNAL AND EXTERNAL MINING PROFESSIONALS;
- 3 BUILDING AN EMPLOYMENT BRAND CENTRED ON OUR VALUES AND *THE KINROSS WAY*;
- 4 ENHANCING OUR RELATIONSHIPS WITH KEY UNIVERSITIES AND CONTINUING TO BUILD ON THE SUCCESS OF OUR GENERATION GOLD PROGRAM;
- 5 CREATING AND LEVERAGING LOCAL JOB SKILLS DEVELOPMENT PROGRAMS; AND
- 6 EVALUATING HOW KINROSS CAN USE SOCIAL MEDIA LIKE FACEBOOK, TWITTER AND LINKEDIN TO ATTRACT NEW TALENT.

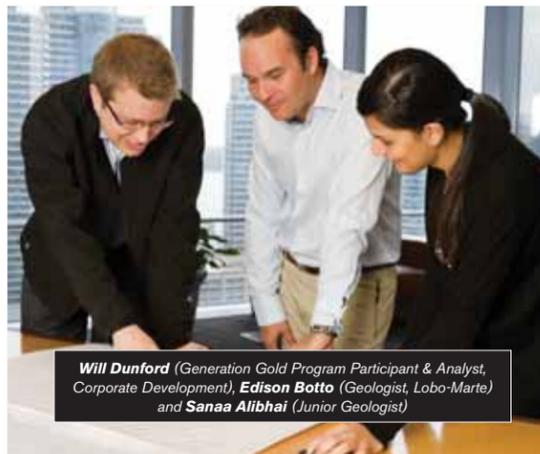
On the pages that follow, you can read about how we're putting this strategy into action around the Kinross world.



Doug Moore
(Mine Manager, Fruta del Norte)



From left to right: **Randy Burggraff** (General Manager, Round Mountain), **Jaana Harkonen** (Vice-President, Human Resources, Operations), **Dan Snodgrass** (General Manager, Fort Knox) and **Mark Ioli** (General Manager, Kettle River – Buckhorn)



Will Dunford (Generation Gold Program Participant & Analyst, Corporate Development), **Edison Botto** (Geologist, Lobo-Marte) and **Sanaa Alibhai** (Junior Geologist)

THE CHALLENGE: WHO WE'RE LOOKING FOR AND WHERE WE NEED THEM

This map illustrates the approximate number of new people we need to hire between now and 2014 at some of our biggest projects around the world.

FRUTA DEL NORTE
400*

LOBO-MARTE
200*



OUR MAJOR GROWTH PROJECTS:



TASIAST

NUMBER OF NEW EMPLOYEES & CONTRACTORS REQUIRED: **3,500***

KEY POSITIONS TO BE FILLED:

- | | |
|----------------------------|--|
| Mining Engineers | Operators |
| Electrical Engineers | Procurement Professionals |
| Mechanical Engineers | Maintenance Professionals |
| Metallurgists | Drillers, Blasters & Surveyors |
| Process Engineers | Administration/Human Resources/Finance Professionals |
| Process Technicians | Health & Safety Professionals |
| Exploration Geologists | |
| Mine Planners | |
| Chemists & Lab Technicians | |



FRUTA DEL NORTE

NUMBER OF NEW EMPLOYEES & CONTRACTORS REQUIRED: **400***

KEY POSITIONS TO BE FILLED:

- | | |
|--------------------------------|-------------------------------|
| Construction Safety Supervisor | Engineering Technicians |
| Engineer Trainers | Geologists |
| Metallurgists | Underground Technicians |
| Exploration Geologists | Health & Safety Professionals |
| Operators | |
| Maintenance Professionals | |
| Mechanics | |
| Ventilation Technicians | |

*Note that all employment number projections are estimates only, and subject to change. These estimates include contractors, nationals and expats, and do not include new hires we will need to recruit in order to support organic growth at existing operations.



DVOINOYE
230*

TASIAST
3,500*



DVOINOYE

NUMBER OF NEW EMPLOYEES & CONTRACTORS REQUIRED: **230***

KEY POSITIONS TO BE FILLED:

- Mining Engineers
- Project Managers
- Construction Managers
- Maintenance Managers
- Metallurgists
- Controller
- Human Resources Superintendent
- Health & Safety Professionals



LOBO-MARTE

NUMBER OF NEW EMPLOYEES & CONTRACTORS REQUIRED: **200***

KEY POSITIONS TO BE FILLED:

- Mining Engineers
- Mechanical Engineers
- Metallurgists
- Exploration Geologists
- Piping Engineers
- Instrumentation Engineers
- Civil & Structural Engineers
- Project Superintendents
- Geology Superintendent
- Electrical Superintendent
- Maintenance Managers
- Plant Operations Superintendent
- Mine Engineering Superintendent
- Mine Manager
- Plant Manager
- Employee Relations Manager
- Recruitment Manager
- Employee Training Manager
- Health & Safety Professionals

1 STRENGTHENING OUR RECRUITMENT TEAM

Building strong and effective recruitment teams in Toronto and the regions has been a critical step in both developing and launching our recruitment strategy, and getting our local hiring efforts off the ground. We have strengthened and focused our recruitment department across four major areas:

1. Talent Delivery

A strengthened recruiting team is finding the best candidates to fill open positions. This team encompasses Kinross recruitment specialists from across our global organization (expats) based in Toronto, as well as four regional talent delivery teams that span North America, South America, Russia and West Africa. Each of these teams works in a unique way to attract and select talent for their respective regions and projects.

2. Technology & Sourcing

Team members are helping us expand our technological capabilities, and how we use technology to find (i.e. source) people we want to attract to our company. This includes ramping up our online Applicant Tracking System, establishing a global database of internal and external candidates, expanding our web presence, and more.

3. Employment Brand & Media

Team members are helping us build our new employment brand and promote it globally.

4. University Affairs

Team members are helping us establish mutually-beneficial partnerships with world-class universities.

The evolving strength of our global recruitment team has helped significantly increase our in-house capacity to fill open positions, and has reduced our dependence on staffing agencies by 90%.

2 TAPPING A WELL OF TALENT

Before we can attract the best people to our ranks, we need to identify who those people are. Today we're compiling a global database that lists hundreds of the top professionals in our industry, including both internal (i.e. Kinross) employees, and potential external candidates. In the future we will use this list to target employees whose skills and experience could add value in a different operation, project or area of our business, as well as new people we want to recruit to our ranks. If you are interested in learning more about career options that may be available to you within Kinross, please speak with your local HR or recruitment manager.

Visit www.kinross.com/careers to explore opportunities available at our company.

Amy Grace
(Vice-President,
Global Talent Acquisition)



MEET AMY GRACE

In June 2011, **Amy Grace** joined Kinross as *Vice-President, Global Talent Acquisition*. She is responsible for designing and leading the execution of a long-term talent acquisition strategy to support our global operations and development projects, and for ensuring alignment with our values and corporate objectives. In short, Amy is charged with tackling our recruitment challenge.

"The recruitment opportunity at Kinross is significant," says Amy. "With some of the best gold mining projects in the world and a dynamic corporate culture, we can provide very compelling career options for experienced professionals and new graduates. Your referrals can play a significant role in our success: if you have a friend, family member, or professional acquaintance who is interested in joining one of the fastest-growing companies in our industry, we want to hear about them. If you want to take on a new challenge at our company – we want to hear about it. I encourage all of our employees to share their feedback and get involved: help us help others discover everything Kinross has to offer."

– **Amy Grace** (Vice-President, Global Talent Acquisition)

3 DISCOVER THE KINROSS WAY: OUR NEW EMPLOYER BRAND



Our new employment brand will be rolled out locally in the coming months, and used in major advertising campaigns designed to attract new recruits to Kinross. It features employees from across the company, and encourages potential new hires to *Discover the Kinross Way* – a tagline that plays on our guiding philosophy. The campaign highlights our commitment to safety, responsible mining and professional development, and underscores Kinross' tremendous growth prospects for the future.

"Kinross' new employment brand takes our recruitment efforts to a new level," says **Scott Turner**, who recently joined Kinross in the newly-created role of *Manager, Employment Branding*. "When we launch our new recruitment advertising campaign in local markets, we will be outfitting Kinross with a distinctive look and feel that will help us promote our brand and our culture to the world."

Scott Turner (Manager, Employment Branding)

4 PARTNERING WITH UNIVERSITIES

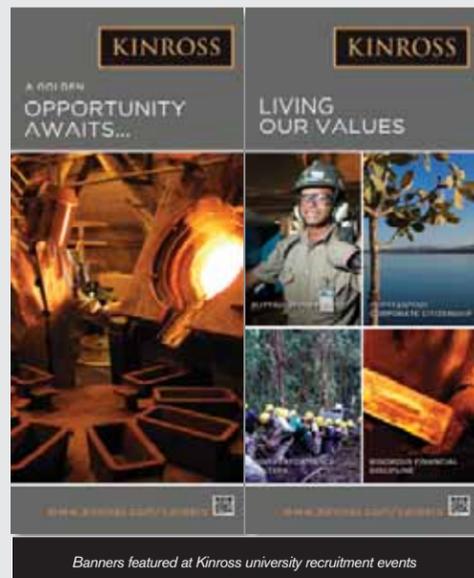
At Kinross, we support education, research and the future of mining through partnerships with key universities. By investing in education we are investing in the young people who will carry our industry forward, as well as the targeted disciplines that support our business. We also know that effective university partnerships translate into more students regarding Kinross as an employer of choice before and after graduation.



Colleen Gillis
(Manager, Global University Affairs)

Some of our recent university partnerships include: US\$1 million in funding to the University of Alaska Fairbanks to provide advanced training to mining engineering students; US\$300,000 to establish a professorship at the New Economic School in Moscow; and US\$10 million to help build a mining school in Mauritania.

Looking ahead, our goal is to establish many more global and regional partnerships with universities, and in support of these efforts we have appointed **Colleen Gillis** to the newly-created role of *Manager, Global University Affairs*. In collaboration with our regional teams, Colleen is working to establish relationships with world-class universities, and strengthening Kinross brand awareness through marketing campaigns and onsite campus recruiting events. Our strategic goal is to develop a candidate pipeline through student internship opportunities and new graduate recruitment.



Banners featured at Kinross university recruitment events

5 DEVELOPING LOCAL TALENT POOLS

In countries like Mauritania and Ecuador, where the mining industry is not yet well established, we face unique recruitment challenges – primarily a major shortage of trained local talent. In response, we're creating and leveraging a wide variety of local skills development programs to train hundreds of local people and onboard them. We are also developing partnerships with local technical training institutions to provide skills training in our specific areas of need.

At Tasiast, we are making a very significant investment in employee training, including establishing our own training facilities, and developing extensive training programs tailored to specific jobs. We are also establishing longer-term development programs to increase the academic levels of selected applicants in order to prepare them for specialized operator training programs or apprenticeship programs.

6 STEPPING UP OUR SOCIAL MEDIA EFFORTS

In addition to leveraging traditional marketing channels such as print advertising and radio, we are also evaluating social media opportunities and how we can best use websites such as Facebook, Twitter and LinkedIn to support our recruitment efforts. Over the past several months, LinkedIn has become a primary recruitment tool for Kinross, and we now employ a talent scout whose sole job is to manage the site and track the movements of key mining people globally.

To follow Kinross on LinkedIn, go to www.linkedin.com/company/kinross-gold-corporation and click on the "Follow Company" button near the top right of the web page.



CELEBRATING OUR VALUES AND OUR PEOPLE

Living our values awards

At the third annual *Living Our Values Awards* (LOVA) gala in Toronto in July, Kinross recognized some of our most exemplary employees who truly reflect and live our values of *putting people first, outstanding corporate citizenship, high performance culture and rigorous financial discipline.*

More than 1,700 nominations were submitted for this year's LOVA program (more than double last year's number), and all of our sites and offices around the world participated.

Congratulations to all of this year's Gold and Silver winners!

PUTTING PEOPLE FIRST

GOLD
**ADALBERTO
MAGALHÃES**
*Head of Mechanical
Maintenance, Paracatu*

SILVER
**KHATTARI
OULD AHMED
HADAD**
*Dispatch Operator,
Tasiast*

SILVER
EVA TORO
Buyer, Copiapó

HIGH PERFORMANCE CULTURE

GOLD
CHARLIE DAVIES
*Manager, Exploration,
Toronto*

SILVER
JUSTICE AKRAMAH
*Senior Electrical Supervisor,
Chirano*

SILVER
RICK CRUEA
*Maintenance Manager,
Round Mountain*

OUTSTANDING CORPORATE CITIZENSHIP

GOLD
DAVE STEWART
*Environmental
Coordinator,
Fort Knox*

SILVER
JORGE OPAZO
*Shift Supervisor,
Refinery,
La Coipa*

SILVER
DEANA ZAKAR
*Executive Assistant,
Kettle River – Buckhorn*

RIGOROUS FINANCIAL DISCIPLINE

GOLD
JOHN MEYER
*Director, Technical Services,
Fruta del Norte*

SILVER
GENNADY KHODOV
Electrical Foreman, Kupol

SILVER
CÉSAR ALMARZA
*Geotechnical Engineer,
Maricunga*





Deana Zakar
(Executive Assistant, Kettle River-Buckhorn)

Charlie Davies
(Manager, Exploration, Toronto)



Adalberto Magalhães
(Gold Award Winner, Putting People First)
accepts his award at the LOVA gala

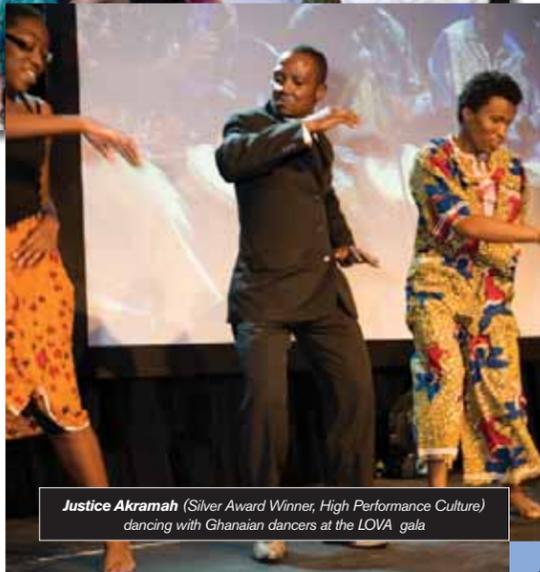


The 2010/2011 LOVA winners and their guests
at the awards gala in Toronto



Eva Toro
(Silver Award Winner, Putting People First)
accepts her award

Dave Stewart
(Gold Award Winner, Outstanding Corporate Citizenship)
accepts his award



Justice Akramah (Silver Award Winner, High Performance Culture)
dancing with Ghanaian dancers at the LOVA gala

CELEBRATING OUR LOVA WINNERS

Living Our Values Awards winners and a guest of their choice enjoy a trip to Toronto that includes a visit to Niagara Falls, the CN Tower and sightseeing around the city. This is a tremendous opportunity for our winners to share their inspiring stories and unique experiences, and to discuss why our values are important to them and our company. Their trip to Toronto is capped off by a gala awards dinner hosted by **Tye Burt** (*President & CEO*), and attended by Kinross' top leaders.



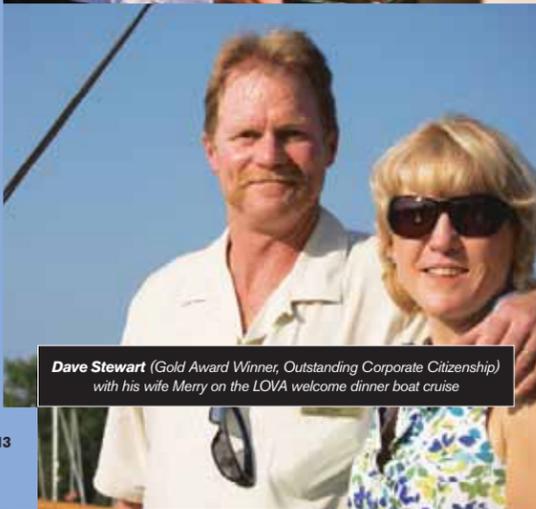
Khattari Ould Ahmed Hadad (*Silver Award Winner, Putting People First*)
and his wife Amenitou



Gennady Khodov (*Silver Winner, Rigorous Financial Discipline*)
accepts his award



César Almarza (*Silver Award Winner, Rigorous Financial Discipline*)
and his fiancé Amal



Dave Stewart (*Gold Award Winner, Outstanding Corporate Citizenship*)
with his wife Merry on the LOVA welcome dinner boat cruise

**VISIT THE HOMEPAGE
OF KINROSS CONNECTED
TO VIEW MORE PHOTOS
FROM THIS YEAR'S
LIVING OUR VALUES AWARDS
CELEBRATION.**



Jorge Opazo (Silver Award Winner, Outstanding Corporate Citizenship) and **Eva Toro** (Silver Award Winner, Putting People First) in Niagara Falls



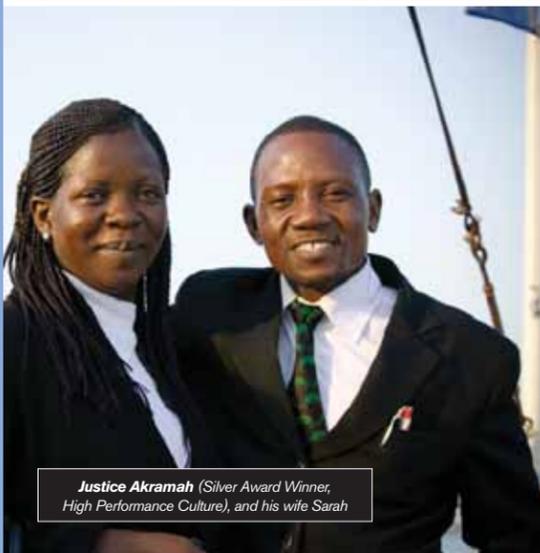
Rick Cruea (Silver Award Winner, High Performance Culture) and his wife **Annette**



Deana Zakar (Silver Award Winner, Outstanding Corporate Citizenship) with her husband **Josh** and their son **Henry** at Niagara Falls



Charlie Davies (Gold Award Winner, High Performance Culture), with his wife **Toni** and their son **Oliver**



Justice Akramah (Silver Award Winner, High Performance Culture), and his wife **Sarah**



Jorge Opazo (Silver Award Winner, Outstanding Corporate Citizenship) kisses his award

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

Mining companies face upward pressure on the cost of diesel, energy and other consumables, escalation in the cost of capital equipment and construction, and a very competitive market for talent. To counteract these pressures, Kinross strives to achieve operational excellence through best practices and Continuous Improvement (CI) programs.



Paul Tomory (Vice-President, Operations Strategy) and **Claude Schimper** (General Manager, Kupol)

"All of our CI efforts are powered by our employees, and our achievements are a direct result of their innovation, commitment, and drive to find a better way every day. Thank you to everyone who continues to contribute to our success."

Paul Tomory (Vice-President, Operations Strategy)

CONTINUOUS IMPROVEMENT: LOOKING BACK AT 2011 & AHEAD TO 2012

In 2011, Kinross' CI programs are on track to deliver approximately US\$42 million in savings, led by exceptional results at Kupol, and continued excellence from Round Mountain, our 2010 CI Award winner. Other highlights of the year include the CI global tire program and a company-wide focus on mining fleet best practices.

Looking forward into 2012, the CI team aims to:

- Continue to deliver measurable bottom line impact;
- Place renewed focus on Kinross' South American operations;
- Establish structured CI programs at Tasiast and Chirano;
- Enhance partnerships with key suppliers on CI initiatives (for example, grinding media and cyanide), and continue to reinforce relationships with tire and equipment suppliers; and
- Provide training in advanced tools to our CI teams.

RESPONDING TO A GLOBAL TIRE SHORTAGE

Kinross' fleet of Caterpillar 793 haul trucks is set to more than triple by 2014, and that means tires will be critically important at our large open-pit projects like Tasiast and Lobo-Marte. At the same time, the current commodity boom has put a severe strain on the global tire supply.

In response, Kinross has formed a global Tires Task Force headed by **Luke Jalsevac** (*Manager, Operations Strategy*) and **Kirk McLellan** (*Manager, Global Sourcing*), with representation from all Kinross sites that use Caterpillar 793s. The task force has three main objectives:

1. Procure Enough Tires

To avoid exposure to a single supplier, our global supply chain group has signed trial agreements with three Tier 2 suppliers – Titan, UF International and Xthra – and has successfully procured all of the tires Kinross will need between now and 2014.

2. Optimize Distribution & Keep Safety Top of Mind

For safety reasons, the task force has determined that only Tier 1 tires should be run on the front of all Cat 793s. To ensure sufficient Tier 1 tires are available to meet this need, some Tier 1 tires originally allocated for Round Mountain, Fort Knox and Paracatu will be re-allocated to Tasiast. Tier 2 tires will be installed on the rear of 793s at all four sites, and are currently undergoing extensive testing, led by **Daren Hawkins** (*Medium Range Planner / Tire Program Manager, Round Mountain*), **Jeff Wilson** (*Mobile Equipment Maintenance Tire Superintendent, Fort Knox*), **Evandro Correia** (*Mobile Equipment Maintenance Supervisor, Paracatu*), and **Mike Zemenchik** (*Maintenance Manager, Tasiast*). The results of these tests will be used to determine which tires will perform best at each site: following this evaluation, the tires will be allocated accordingly.

3. Get the Most Out of What We Have

Most sites are already implementing tire-related CI initiatives, but continuing to drive increases in tire life will be even more critical in 2012. The Tires Task Force has developed standardized KPIs to enable better benchmarking, and is documenting best practices in tire management from around Kinross. All of this work will form a foundation for tire-related CI initiatives at every site in 2012.



Matt Johnson (*Contractor, Purcell Tire*) tests the air pressure and temperature on Cat 793 tires at Tasiast



Jeff Wilson
(*Mobile Equipment Maintenance Tire Superintendent, Fort Knox*)



Our tire storage yard at Round Mountain

MARICUNGA CI GREEN BELT TRAINING & 5S ROLLOUT

Congratulations to the following employees from Maricunga, who were awarded their Six Sigma Green Belts in October 2011.



Hugo Moreno
Six Sigma Project:
Time between Elutions



Fabian Osorio
Six Sigma Project:
Transportation Performance



Rodolfo Mena
Six Sigma Project:
Quality of Crushed Product



Carlos Palacio
Six Sigma Project:
Charger Performance



Ivan Suarez
Six Sigma Project:
Reliability of Hydraulic Systems

5S AT PARACATU

The 5S* Program at Paracatu aims to transform the environment of the entire operation. Recent efforts have focused on improving employee work areas, reducing waste and costs, and increasing the productivity of processes by reviewing how items are used and organized.



Our maintenance tool room at Paracatu, after the 5S rollout



Maricunga kicked off 5S with an implementation in the crusher maintenance tool room and plant assay lab. Pictured above left to right: **Omar Duran** (Continuous Improvement Engineer), **David Clark** (Manager, Global CI Programs), **Mario Guerrero** (Tool Room Storekeeper), **Wilson Muñoz** (Maintenance Mechanic) and **Francisco Carvajal** (Mechanical Maintenance Supervisor)



Helisangela Mendonca
(Analyst, Continuous Improvement) has coordinated Paracatu's 5S efforts

ROUND MOUNTAIN WINS 2010 AWARD FOR EXCELLENCE IN CONTINUOUS IMPROVEMENT



Key contributors to Round Mountain's Continuous Improvement success: from left to right: **Don Weeks** (Electrical Superintendent), **Mary Wootton** (HR Superintendent), **Terry Jennings** (Chief Geologist), **Darrell McMillan** (Ore Processing Trainer), **Marty Kelley** (Senior Shift Supervisor), **Matt Mock** (Projects Supervisor), **Chris Swanson** (Mobile Maintenance Superintendent), **Bert Mavity** (Mobile Maintenance General Foreman), **Jimmy Lucero** (Mine General Foreman), **Gordon Walters** (Ore Processing Superintendent), **Kris Szewczak** (Six Sigma Analyst), **Marcelo Castillo** (Ore Processing Manager) and **John Miller** (Lean Facilitator)

Congratulations to Round Mountain, winner of the 2010 Award for Excellence in *Continuous Improvement (CI)*. In 2010, Round Mountain achieved CI savings of US\$15 million, or over \$40 an ounce. This was achieved through: mill initiatives that increased availability, throughput and recovery; mine initiatives that increased Komatsu loader availability; and decreases in shift change times – just to name a few. Round Mountain has also continued to build a culture of CI, rolling out 5S* across the operation, and establishing a rotational CI leadership program. Congratulations to **Randy Burggraft** (General Manager), **Bruce Thieking** (Operations Manager), **Rick Cruea** (Maintenance Manager, and a 2010/2011 Living Our Values Awards winner), **David Clark** (2010 CI Manager), **Frank Wagener** (Current CI Manager), and all of the Round Mountain team for their excellent work and results.

*5S is a workplace organization methodology that enables individuals to work more safely and efficiently by standardizing work procedures, and reducing non-value-add activity.



A sample Kupol barcode

BARCODING AT KUPOL



Dmitry Smirnov
(Lead IT Specialist),
and his team successfully
tested the barcoding
hardware on Kupol's
local Wi-Fi network



Bahtier Nabatov
(Logistics & Procurement
Manager) and
Mikhail Starovoytov
(Logistics & Procurement
Deputy Manager) will
manage the barcoding
initiative when it is fully
implemented
in Kupol's warehouse



Effective inventory management is critical: when a piece of equipment needs to be repaired, parts need to be readily accessible so that production impacts are minimized. At Kupol, inventory management is even more critical because of the remoteness of the mine site, and the lengthy, complicated supply delivery route to the site.

Parts barcoding uses handheld scanners to read printed labels. Once scanned, the information is automatically transferred to an inventory management module in JD Edwards. This significantly reduces the chance for human error, and helps ensure the timely reordering of parts.

In 2011, Kupol began implementing a two-phased barcoding project under the direction of the Kupol CI team (**Igor Miasnikov** and **Jason Lever**): the first phase will integrate barcodes with Kupol's warehouse inventory; the second involves automating Kupol's supply chain when shipments arrive in the ports of Magadan, Everett and Pevek.



Vladimir Panarin
(Regional Director,
Supply Chain, Russia)

MEET VLADIMIR PANARIN: REGIONAL DIRECTOR, SUPPLY CHAIN, RUSSIA

Vladimir Panarin joined Kinross in September 2011, and brings a wealth of Supply Chain Management experience to our company. He previously worked at one of the largest mining and metallurgical (aluminum) enterprises in Central Europe, and earlier in his career gained significant experience working at one of the world's largest shipping companies. Vladimir is based in our Magadan office and his responsibilities include onshore and offshore logistics and procurement, as well as customs and warehousing. He reports to **Warwick Morley-Jepson** (Regional Vice-President, Russia).

TRACKING CARGO CONTAINERS

During the 2011/2012 winter season, we will ship the equivalent of 5,000 cargo containers to Kupol and Dvoynoye: approximately half originate from the Port of Everett near Seattle on the west coast of the United States, and the remainder originates from China, Germany or within Russia. All of these arrive at the Port of Pevek on the Arctic Ocean, and are then trucked down our winter road to the two sites.

Kupol's CI, Supply Chain, and JD Edwards teams are testing a new cargo container tracking system to determine if it can accurately and efficiently track shipping containers as they travel through the Port of Everett, Port of Pevek, and finally to our Kupol warehouse. Currently, when cargo containers are unloaded from ships, workers must review each container and log its identification number. Thousands of cargo containers can be stacked three high, discouraging close inspection. When IDs aren't copied correctly, Kupol can lose track of containers destined for the mine site.

Readers will be built into the warehouse and port gates, stackers and mobile computers, to automatically read and record the movements of containers. This will reduce the time required to record and enter serial numbers to almost zero. Tracking will become automated, accurate and complete, leading to improved asset visibility and utilization. The tracking system should help Kupol keep track of cargo containers and reduce the costly errors that result from lost containers.



Warehouses at the Port of Pevek

Supply trucks carrying cargo containers along the winter road we construct each year from the Port of Pevek to Dvoynoye and Kupol



KINROSS
WORLD

AROUND KINROSS

Events and Success Stories from
Across Our Global Community



KINROSS NAMED TO DOW JONES
**SUSTAINABILITY
WORLD INDEX**



**Dow Jones
Sustainability Indexes**
Member 2010/11

In September, Kinross was named to the Dow Jones Sustainability World Index (DJSI) for the first time, as well as to the Dow Jones Sustainability Index North America for the second year in a row. The DJSI World Index is among the world's most widely respected recognitions for high performance in corporate responsibility. It comprises global sustainability leaders, and companies named to the list must excel in areas such as corporate economic, environmental and social performance. Advancing from the North American to the Global Index is a significant accomplishment. It is a testament to Kinross' commitment to corporate responsibility, and the positive impacts our employees are making in the local communities where Kinross operates around the world.

**SUPPORT FOR SPORTS IN
MAGADAN**



**Warwick
Morley-Jepson**
*(Regional
Vice-President, Russia),
kicks off the opening
of the new sports
centre in Magadan.
Pictured left and in
background: Vladimir
Petchonyi (Mayor of
Magadan City) and
Kharen Petrosyan
(Director of Finance
& Administration,
Kinross Magadan)*

In October, Kinross in Magadan proudly unveiled a renovated, multi-functional sports facility at a local school. Thanks to a new lighting system, students and local residents can now play soccer, basketball, hockey or volleyball both day and night. The project was a joint initiative between our Magadan office and the local government, and the launch ceremony was attended by Kinross employees, the Mayor and Deputy Mayor, heads of the Department of Education and the Magadan Sporting Committee, teachers and students. Kinross contributed over US\$68,000 to the project, helped get the sports centre equipment shipped by rail and sea from Central Russia to Magadan, and provided the materials needed to install the lighting system.

**MINERAL HILL
EARNS TOP RECLAMATION AWARD**



Mineral Hill

Congratulations to our Mineral Hill reclamation site, which recently received the 2011 Hardrock Mineral Environmental Award from the United States Bureau of Land Management. This award acknowledges operators with an exceptional track record of meeting or exceeding reclamation requirements. Mineral Hill is a major Kinross reclamation project located in the state of Montana, near the north entrance of Yellowstone National Park. Acquired by Kinross as part of the TVX/Echo Bay merger in 2003, today Mineral Hill is fully reclaimed and a prime wildlife habitat for deer, elk, bison, wolves and grizzly and black bears. Thanks to community collaboration, innovative engineering, creative design, and our strong commitment to corporate responsibility, Mineral Hill has gone above and beyond to become a model for reclamation excellence.



Children from Ilirney learned how doré bars are poured at Kupol

**FUN FOR KIDS AT
KUPOL**

In September, Kupol hosted children from Ilirney, a community in the Chukotka region. During their visit, the kids learned about mine safety, took a mine tour, saw how doré bars are poured, and visited the kitchen facilities to take a cooking class. They also participated in art classes and painted portraits of Kupol employees. This event marks the second time children from the Chukotka region have visited Kupol, and more visits are planned for the future.



One of the 17 education centres near Fruta del Norte that is being renovated with Kinross' support



BUILDING 17 NEW SCHOOLS FOR 800 STUDENTS

In Ecuador, Kinross has partnered with The Ministry of Education and the government of Los Encuentros parish, to establish a cooperative agreement under the Accelerated School Equalization Program, to renovate and develop 17 educational centres near our Fruta del Norte project. Kinross has invested approximately US\$157,000 in this project, which will benefit approximately 800 children and youth. Renovations and school improvements will be carried out by local tradespeople and are scheduled to finish in October 2012. The Accelerated School Equalization Program aims to increase access to education by giving children an opportunity to learn the formal skills they need to enroll in technical and industrial mining training programs.



KINROSS GIVES US\$1 MILLION TO UNIVERSITY OF ALASKA FAIRBANKS



From left to right: **Patrick Gamble** (President, University of Alaska), **Rajive Ganguli** (Chairman of the Department of Mining & Geological Engineering & Professor of Mineral Engineering), **Doug Goering** (Dean of the UAF College of Engineering & Mines), **Lauren Roberts** (Regional Vice-President, Kinross North America), **Lorna Shaw** (Manager, Community & Government Relations, Fort Knox) and **Dan White** (Director of the UAF's Institute of Northern Engineering)

Kinross recently donated nearly US\$1 million to fund an advanced training program for mining engineering students at the University of Alaska Fairbanks (UAF). Students and faculty at UAF regularly collaborate with our Fort Knox mine on research projects, and Fort Knox employees regularly volunteer as members of UAF advisory boards. "Education is a major area of focus for Kinross, and we are pleased to support the next generation of mining engineers in Alaska by providing UAF with a steady source of research funding over the next three years," said **Tye Burt** (President & CEO).



BRITISH ROYALTY TOURS KINROSS TORONTO



Tye Burt with Prince Edward (Earl of Wessex), during a tour of Kinross' headquarters in Toronto

In July, Kinross Toronto welcomed His Royal Highness **Prince Edward, Earl of Wessex**, who was visiting Toronto to present 150 *Duke of Edinburgh Awards* – a program that recognizes young Canadians for their community service and commitment to skill development and personal growth. Kinross is a Founding Partner of the Awards' main funding body – called the *Charter for Business*. The Charter supports the expansion of the awards program to disadvantaged and at-risk youth, and **Tye Burt** (President & CEO) is a member of its Board. During the Charter's Board luncheon, Kinross renewed our support with an additional US\$150,000 pledge, spread over up to six years. Following the luncheon, Tye hosted Prince Edward on a tour of our offices.



TRANSFORMING HOW WE WORK: BPO SUCCESSSES



Members of our JDE team in Reno



Members of our JDE team in Chile

As a global public company we generate millions of transactions – everything from placing tire orders to paying our employees, to creating work orders so that equipment can be maintained and repaired, to paying taxes, reporting financial results, dispatching trucks, shipping parts to our warehouses...the list goes on – all in support of our mining operations. Mining is the heart of what we do, and these transactions are like a circulation system operating behind the scenes.

In 2009, we launched an initiative called Business Process Optimization (BPO) so that we could more efficiently and effectively manage all of our transactions. Our goal was to dramatically improve the "circulation system" of transactions both within sites and across our global organization. In response, BPO owners stepped up from Finance, Human Resources, Maintenance and Supply Chain to be the guardians of our new and improved processes. Then we selected JD Edwards (JDE) as the application that would "systemize" these improved and standardized processes, recruited a talented group of JDE specialists to drive the implementation, and formed dedicated teams at each of our sites to drive the implementation process locally.

"Few appreciate what a huge impact these new systems have on our operations and employees – people leave work and their old way of doing things on a Friday, and arrive Monday morning and begin doing their jobs in a completely new and better way," says **Lisa Colnett**, *Senior Vice-President, Human Resources & Corporate Services*.

Our first successful deployment of BPO/JDE was at Maricunga, followed by Fort Knox and Kettle River – Buckhorn. In 2011, we turned on the new system at Round Mountain, Reno, Toronto and La Coipa. In January and October 2012 we aim to deploy the new system in Brazil and Russia respectively. Tasiast and Chirano will both be online by January 1st 2013.

"Changing our 'circulation system' is very challenging and many companies before us have failed in their efforts: the strong project plans we established and the commitment of everyone involved have ensured that this has not happened at Kinross. What our site, regional and corporate JDE/BPO teams have accomplished is amazing. While there have been bumps along the way, overall each and every one of our implementations has been a success, and have resulted in no interruptions to our operations. Thank you to all of the people who have made this massive initiative a success." – **Lisa Colnett** (*Senior Vice-President, Human Resources & Corporate Services*)



GOLD AT THE END OF THE RAINBOW



This photo was taken by **Erin Strang** (*Environmental Specialist*) on August 18, 2011, at our Fort Knox operation in Alaska



SUMMER VACATIONS FOR KIDS IN ECUADOR

In August, Kinross in Ecuador helped ensure that more than 400 children and youth from Los Encuentros Parish near our Fruta del Norte project had the opportunity to participate in a program called "Brilliant Vacations". The four-week event took place throughout 20 neighbourhoods and included recreational games, educational discussions about human rights and responsible mining, and values-based learning through the use of traditional games.



HUMAN RIGHTS TRAINING AT CHIRANO



Human Rights Adherence & Verification Program training at Chirano

Jay Martin (*Manager of Projects & Exploration Security*) and **Paul Carlin** (*Regional Security Manager, Africa*) recently travelled to our Chirano operation in Ghana to introduce our Human Rights Adherence & Verification Program. This program is directly aligned with Kinross' "10 Guiding Principles for Corporate Responsibility", the objectives of the United Nations Human Rights Council, and the Voluntary Principles on Security and Human Rights*. The training was delivered to 45 security officers and 15 members of Chirano's management team, and additional sessions will be held throughout the year.

*The Voluntary Principles on Security and Human Rights are a set of non-binding principles that were developed to address how countries and companies can balance safety needs, while respecting human rights and fundamental freedoms.



KETTLE RIVER-BUCKHORN GOES TO THE FAIR



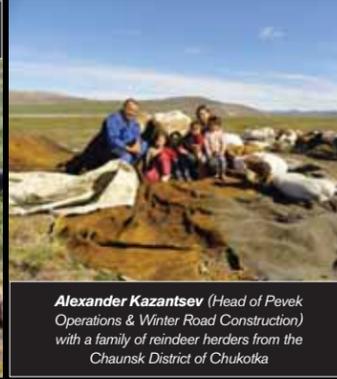
Tom Johnson (Mine Geologist, Kettle River – Buckhorn)

This fall, Kettle River – Buckhorn proudly supported the local community by bidding on livestock at two county fairs. Mine Geologist **Tom Johnson**, our enthusiastic participant at the fairs, made over 25 bids on behalf of Kettle River – Buckhorn. Following the fairs, the livestock meat was made available to employees through a silent auction that raised over US\$1,700. All of these funds were then donated to local food banks. Kinross' support at the county fairs also helped local 4-H clubs cover food, veterinary and program costs.



VISITING REINDEER HERDERS IN RUSSIA

A young reindeer herder



Alexander Kazantsev (Head of Pevek Operations & Winter Road Construction) with a family of reindeer herders from the Chaunsk District of Chukotka

This summer, **Alexander Kazantsev** (Head of Pevek Operations & Winter Road Construction), **Richard Stransky** (Technical Services Manager, Kupol) and **Vitaly Sulik** (Deputy Health & Safety Manager, Kupol), visited reindeer herders in the Chaunsk District of Chukotka. Kupol has established a positive relationship with the herders that settle nearby our operations, and we provide them with fuel, materials and food supplies, as well as technical support, equipment maintenance, and first aid care from our Yarakvaam winter road camp. Kinross representatives visit the herders regularly, delivering supplies to them at various locations. On this most recent trip, Alexander, Richard, and Vitaly travelled 450 kilometres from Pevek to visit the herders, and spent a full day interacting with their families and hearing stories about the past herding season.



FOOD FOR COMMUNITIES NEAR TASIAST



From left to right: **Bomba Ould Boudkeina** (Member of the community coordination committee in Dawass), **Kory Ould Delbough** (Representative of the village of Dawass), **Habib Ould Mohamed** (Representative of the Municipality of Benichab), **Taleb Abeydi Mohamed** (Senior Technical Advisor, Tasiast), **Edward Watkin** (Senior Environmental Engineer), **Fabiana Illescas** (Community Relations Specialist, Tasiast) and **Hapsatou Bal** (Community Relations Officer)

To support local communities during the Muslim holy month of Ramadan, Kinross distributed 10 tons of food to 60 families in the village of Dawass, located approximately 30 kilometres from Tasiast. Each family in the village received rice, wheat flour, dates, milk powder, tea and oil.



Linear Park near Rico Creek in the city of Paracatu

PARACATU EARNS ENVIRONMENTAL MANAGEMENT AWARD

Kinross Paracatu's environmental management efforts were recently applauded by Benchmarking Ranking, an independent organization that evaluates sustainability practices and maintains one of the largest databases of sustainability-related case studies in Brazil. Paracatu was specifically recognized for its Rico Creek preservation and revitalization project – an initiative to which Kinross has provided CDN\$5 million in funding since 2008. Thanks to our investment, more than 18,000 trees have been planted, 500 feet of retaining wall to prevent erosion has been installed, and considerable new green space (called Linear Park), has been established. Kinross also supports the "Protection of Springs" project, which is helping safeguard 53 springs in 15 farms in the region.



Tim Welch (Mobile Equipment Mechanic, Fort Knox)
and his daughter

ENCOURAGING WELLNESS

In conjunction with their Consumer Driven Health Plan and Health Savings Accounts, Kinross employees in the United States are offered several "wellness" tools to help them reap healthy living rewards.

When an employee joins the Wellness Program, they receive incentive points by participating in wellness-related activities. When a specific number of incentive points are accumulated, he/she receives a reduction on their health premiums for the upcoming year.

Once an employee is enrolled in the program there are several opportunities to earn wellness points. Two new challenges will launch in January 2012 at all US locations:

- **Brake for Breakfast Challenge**
Employees will be challenged to eat a healthy breakfast every morning for one month.
- **Make the Switch Challenge**
A challenge that motivates employees to switch from caffeinated drinks to water for one month.

Watch for additional wellness programs to be rolled out at other Kinross sites throughout 2012 and 2013.



CHIRANO MALARIA CONTROL PROGRAM

REDUCES MALARIA RATES BY 77%



John Seaward (General Manager, Chirano) delivers the keynote address at this year's launch of the Chirano Malaria Control Program



Harriet Asiedu (Monitoring & Evaluation/Administration Officer, Chirano) tests mosquitoes for signs of malaria to help reduce the spread of the disease

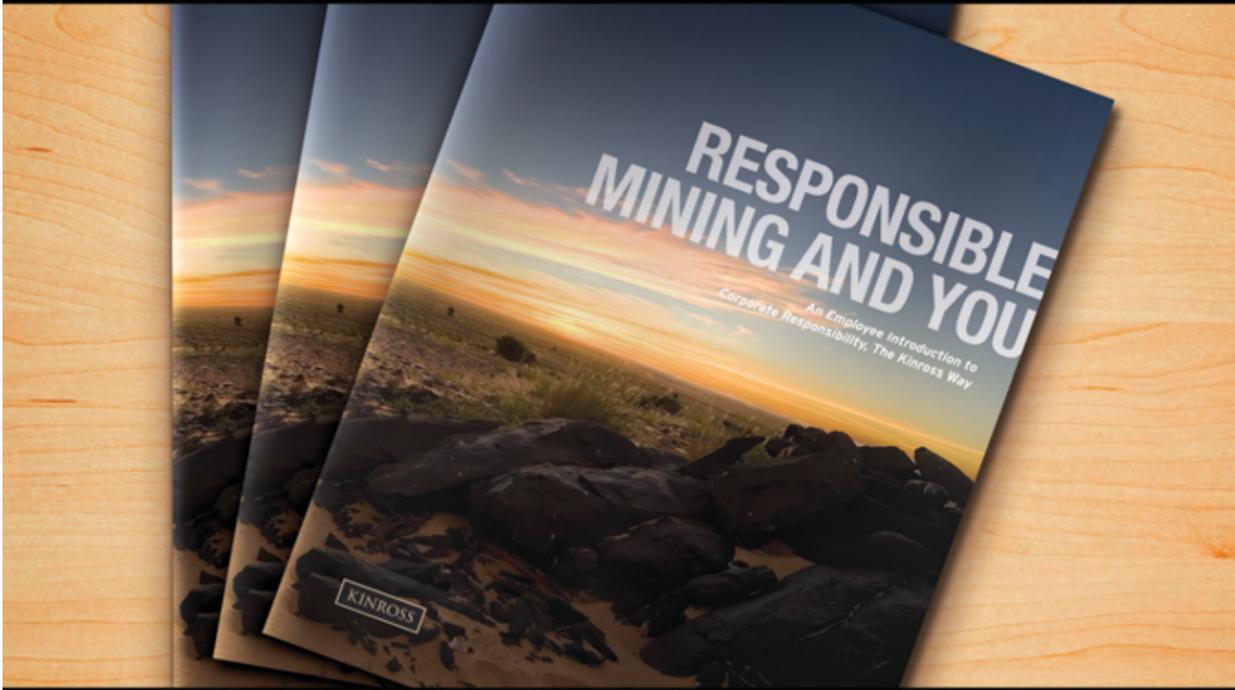
Chirano has marked the fourth successful year of its Chirano Malaria Control Program. The program was implemented in 2008 to fight malaria, the number one cause of death in the Sefwi region, located near the site's catchment area. In the first year of the program there was a 64% reduction in reported malaria cases, and over a four-year period there has been a 77% decrease. The program reaches 13 communities and will run through 2012 with a total operating budget of US\$5.6 million, all of which is funded by Chirano. Due to the program's success, Ghana Health Services has used the program as a model to establish formal standards for future malaria control programs.



RESPONSIBLE MINING & YOU

Corporate responsibility is a key part of our business strategy. It embraces health and safety, ethics, environmental performance, community partnerships, human rights, local employment, labour practices, supplier relationships, donations and sponsorships, mine closure plans, and more. Our efforts and achievements as responsible corporate citizens are a direct result of your commitment and contributions. Thank you for the role you play in continuing to build our reputation as safe, responsible operators.

To help employees better understand the importance of corporate responsibility – and their role in it – Kinross has recently produced a new handbook titled *Responsible Mining & You: An Employee Introduction to Corporate Responsibility, The Kinross Way*. Watch for copies in your location in the coming months.



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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