

Corporate  
Responsibility Report  
2015



KINROSS 2015 CORPORATE RESPONSIBILITY REPORT

Message From CEO	Performance Highlights	Materiality	Our Approach	Putting People First – Health and Safety	Generating Economic Value	Engaging Our Workforce	Empowering Communities	Managing Our Environmental Footprint
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Welcome to Kinross’ 2015 Corporate Responsibility Report. This report chronicles our progress over the past two years in delivering on our commitment to responsible mining. Our goal is to provide a balanced and transparent account of our corporate responsibility strategy and performance, and our evolving relationships with the communities where we work, our employees and contractors, host governments, and non-profit and non-governmental organizations.

This report includes our 2015 CR Data Tables and our GRI Index.

All dollar amounts shown in U.S. dollars unless otherwise noted.



Corporate Profile

Kinross is a Canadian-based senior gold mining company, headquartered in Toronto, Canada, with ten operating mines located in Brazil, Chile, Ghana, Mauritania, Russia and the United States, employing approximately 9,100 people worldwide. Our focus is on delivering value based on the core principles of operational excellence, balance sheet strength, disciplined growth and responsible mining. Kinross maintains listings on the Toronto Stock Exchange (symbol:K) and the New York Stock Exchange (symbol:KGC).



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## MESSAGE FROM PRESIDENT AND CEO

At Kinross, our core values of Putting People First, Rigorous Financial Discipline, High Performance Culture, and Outstanding Corporate Citizenship define who we are as a company, and determine how we conduct business in a responsible way for our employees, our shareholders, and our stakeholders.

We value the health and safety of our employees above all other priorities, and I am happy to report that 2015 was the safest year in the history of the Company. Over the last three years, 2013 to 2015, we achieved a 23% reduction in Total Reportable Injury Frequency (TRIFR) and had zero fatalities. While we can never allow ourselves to become complacent, we do celebrate accomplishments. For example, our Round Mountain mine has been named the Safest Large Mine in Nevada for two years running. [Watch the video](#) 

Our safety record comes during a time when we have also been setting production records. 2015 marked the fourth consecutive year that Kinross has met or exceeded its guidance on production and costs, even though over that period, we have seen the gold price fall from a high of almost \$1,800 per ounce to a low of less than \$1,050 per ounce. We have had to make some tough choices, including decisions to suspend some operations and reduce the size of our workforce. Throughout, we have stayed true to our values, and

have consistently delivered on the expectations we have set and the commitments we have made to our shareholders and broader stakeholder community.

As some of our stakeholders have seen their own challenges, I'm proud of the fact that our operations have been a source of stability in our host communities.

In Chile, we were able to step in and help re-establish lines of communication, access, and livelihoods for indigenous peoples whose land was destroyed by extreme rainfall and mudslides.

In West Africa, in partnership with local authorities and Project C.U.R.E., we've been able to support the delivery of much needed medical supplies and increase access to improved health care for people living near our operations in Mauritania and Ghana.

[Watch the video](#) 

In Brazil, the city of Paracatu has developed more rapidly, and ranks higher in many human development



J. Paul Rollinson, President and CEO

indicators than national Brazil or statewide Minas Gerais averages – in particular in the area of education, where our Integrar program has led to improved test scores for local schools.

[Watch the video](#) 

There are many other examples, described in this report, but I'd like to emphasize a few highlights:

- **Economic Contribution.** Over the past two years, we've contributed \$4.8 billion to the economies of our host countries through wages, procurement and taxes, which amounts to 73% of the value we've generated from metal sales over the same period – an incredible measure of the benefit footprint we generate around the world.
- **Environmental Stewardship.** We have strengthened our already strong tailings management standards to include a quarterly scorecard to track alignment with design parameters at each of our tailings facilities. We have also reduced the amount of water we use by 38% over the past two years,

while energy efficiency projects have resulted in estimated greenhouse gas reductions of over 140,000 tonnes of CO<sub>2</sub>e since 2012 based on the operational conditions at the time these projects were implemented.

- **Stakeholder Engagement.** We value the input of stakeholders, a fact reflected in the 168,000 interactions we had with stakeholders in 2015. Positive feedback far outweighs negative feedback as we registered 3,800 thank you notes and other expressions of support compared with 132 general complaints and 58 specific grievances.

These successes come from our principled approach, as defined by our Ten Guiding Principles for Corporate

Responsibility. We integrate those principles in our operations at all levels of the Company by establishing specific standards and expectations for performance to ensure they guide our actions. At the same time, we remain committed to deliver on our external commitments to the UN Global Compact.

We do face challenges – water issues at Maricunga and Paracatu, and increasing stringency of water permits in Washington state, for example – and in the spirit of transparency we address those challenges in this report. At the same time, however, I am confident that the exceptional people we have at Kinross will be able to address these issues, and the new issues that will inevitably arise as we go forward, by remaining true to our core values.

Above all else, I am proud of what our employees have accomplished over the two years covered by this report. I also am deeply grateful to the communities where we operate for their continuing cooperation, partnership and support. I pledge that we will continue to work hard to earn the respect and trust of our stakeholders worldwide, and to meet the highest standards of responsible mining.



J. Paul Rollinson  
President and Chief Executive Officer

#### OUR VALUES

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

PERFORMANCE HIGHLIGHTS








(  Favourable  Unfavourable  Neutral)

Kinross' Guiding Principle	Metrics	2014	2015		2015 Highlights
<b>1. Employee Safety</b> We put people first and our number one priority is the safety of every employee.	• Zero Fatalities (number)	0	0		<ul style="list-style-type: none"> <li>• Kinross achieved best safety performance in Company history.</li> <li>• Achieved a 13% reduction in TRIFR in 2015 over 2014.</li> </ul>
	• Reduced Total Reportable Injury Frequency Rate (TRIFR)	0.38	0.33		
<b>2. Business Ethics</b> We maintain the highest standards of corporate governance, ethics and honesty in all of our dealings, and operate in compliance with the law wherever we work.	• Corporate, regional, and site management anti-corruption training in the last two years	100%	100%		<ul style="list-style-type: none"> <li>• We attained and maintained a Board target of 33% for women Directors.</li> <li>• Delivered anti-corruption training in all three regions and provided special training sessions to our Supply Chain, Projects and Global Security groups.</li> </ul>
	• Substantiated cases of corruption (number)	0	0		
<b>3. Stakeholder Engagement</b> We promote an ongoing dialogue and engagement with stakeholders in the communities where we operate, maintained in a spirit of transparency and good faith.	• Stakeholders engaged, per day per operation	31	67		<ul style="list-style-type: none"> <li>• We recorded approximately 168,000 interactions with stakeholders through active dialogue and community consultation.</li> </ul>
	• Grievance investigations (number) (Resolved within target time frame)	18 83%	58 100%		
<b>4. Protecting the Environment</b> We exercise utmost vigilance in protecting the environment and seek ways to minimize our environmental footprint wherever we operate. We will always meet, and where possible exceed, regulatory requirements in our environmental performance.	• Water intensity rate (L/tonne of ore processed)	341	338		<ul style="list-style-type: none"> <li>• Four operating sites reduced total annual water consumption. Introduced water savings measures at Paracatu and Tasiast to reduce consumption and improve management.</li> <li>• Energy use increased due in part to the self-generation of power following the extreme weather event at Maricunga and a reduction in heap leaching at Tasiast, and intensity increased due in part to a lower volume of ore processed.</li> <li>• GHG emissions intensity increased by 1.4 kg/t, primarily due to a change in our electricity supply mix at Paracatu, shifting from hydro to carbon-intensive supply.</li> <li>• Mineral waste increased by 15% due to increases in waste rock; however, tailings declined by 8% over the prior year. Total non-mineral waste increased by 12%, but was partially offset by a 39% increase in the volume of waste recycled.</li> </ul>
	• Energy intensity rate (MJ/tonne of ore processed)	120 <sup>[A]</sup>	141		
	• GHG intensity rate (kg CO <sub>2</sub> e/tonne of ore processed)	10.1 <sup>[A]</sup>	11.5		
	• Non-mineral waste intensity (kg/tonne of ore processed)	0.17	0.22		
	• Waste recycling rate	42%	52%		
<b>5. Responsible Investment</b> We consider all aspects of an operation or new project – including social, environmental, and post-closure issues – in making our investment decisions.	• Kettle River-Buckhorn Closure	n/a	n/a		<ul style="list-style-type: none"> <li>• Established a Community Plan for Closure requirement for all Kinross' operating sites as part of Kinross' Site Responsibility Plan guidance.</li> <li>• Developed and launched the Kinross Best Practices Guide for Closure – Human Resources.</li> </ul>

<sup>[A]</sup>Independently assured

PERFORMANCE HIGHLIGHTS

(  Favourable  Unfavourable  Neutral

Kinross' Guiding Principle	Metrics	2014	2015		2015 Highlights
<b>6. Human Rights and Indigenous Peoples</b> We conduct all of our activities in accordance with accepted standards in the protection and promotion of human rights. We respect the cultural and historical perspectives and rights of those affected by our operations, in particular indigenous peoples.	<ul style="list-style-type: none"> <li>Substantiated allegations of human rights violations (number)</li> </ul>	0	0		<ul style="list-style-type: none"> <li>Expanded our Human Rights Adherence and Verification Program to include Human Rights Risk Assessments as part of our annual site security audits.</li> </ul>
	<ul style="list-style-type: none"> <li>Percentage of security workforce that completed Human Rights Adherence and Verification Program training</li> </ul>	100%	98%		
<b>7. Employer of Choice</b> We provide a rewarding and meaningful livelihood to our employees and strive to be an employer of choice.	<ul style="list-style-type: none"> <li>Turnover – involuntary</li> <li>Turnover – voluntary</li> </ul>	6.8%	7.7%		<ul style="list-style-type: none"> <li>Launched the Kinross Way for Diversity and Inclusion to enhance workforce diversity across the Company.</li> <li>Launched a new Human Resources Strategy that strengthens alignment with business strategy and Kinross talent management.</li> </ul>
	<ul style="list-style-type: none"> <li>Workforce from host country</li> </ul>	5.3%	4.6%		
<b>8. Local Sourcing</b> We seek to maximize employment, business and economic opportunities for local communities from our existing operations and new projects.	<ul style="list-style-type: none"> <li>Host country procurement, % of total spend</li> </ul>	77%	79%		<ul style="list-style-type: none"> <li>Recognized by Engineers Without Borders for transparency and reporting of local procurement.</li> </ul>
<b>9. Sustainable Communities</b> We provide lasting benefits to the communities where we work by supporting sustainable initiatives to develop their social, economic, and institutional fabric. We recognize that every community is unique and we work with our community partners to ensure that our support matches their priorities.	<ul style="list-style-type: none"> <li>Local <sup>1</sup> component of total benefit footprint (% value distributed locally)</li> </ul>	23%	24%		<ul style="list-style-type: none"> <li>Local payments to governments and local wages increased, but local procurement decreased as a result of cost-cutting measures across the Company.</li> <li>We reached over 770,000 beneficiaries through community programs, initiatives and events through cash and in-kind contributions.</li> <li>72% of our donations (monetary and in-kind) had measurable community-based outcomes.</li> </ul>
	<ul style="list-style-type: none"> <li>Community contributions including cash and estimated in-kind (millions, and as % of EBITDA excluding impairment)</li> </ul>	\$9.9	\$11.5		
<b>10. Participate in Global Corporate Responsibility Dialogue</b> We maintain an active engagement and dialogue with our global industry peers, associations, governments, and civil society on CSR best practices and evolving global standards.	<ul style="list-style-type: none"> <li>UN Global Compact (UNGCC)</li> <li>Extractive Industries Transparency Initiative (EITI)</li> <li>Carbon Disclosure Project (CDP)</li> <li>World Gold Council (WGC)</li> <li>Devonshire Initiative</li> <li>International Network for Acid Prevention (INAP)</li> </ul>	n/a	n/a		<ul style="list-style-type: none"> <li>Issued Conflict-Free Gold Report for 2015.</li> <li>Participated in the Devonshire Initiative Beyond Zero Harm project.</li> <li>Supported and participated in the International Network for Acid Prevention and Industry Advisory Group to the International Cyanide Management Institute.</li> </ul>

<sup>[A]</sup>Independently assured

<sup>1</sup> "Local" refers to the appropriate "local" administrative unit (this varies by site but generally corresponds to municipality, county, or district)



## ABOUT THIS REPORT

This report documents Kinross' performance across our global operations in key areas of socio-economic, health and safety, and environmental responsibility over fiscal years ended December 31, 2014 and December 31, 2015.

We have chosen to report on a biennial basis because our material issues and management approach are consistent from year to year. In the intervening years, we publish a CR Data Supplement to disclose key compliance, socio-economic, environmental, and safety performance metrics annually.

This report is based upon the Global Reporting Initiative (GRI) G4 guidelines, and is in accordance with the Core level of reporting. All performance data are reported on an equity basis unless otherwise stated.

Available online in a PDF format, this report is organized in five main sections. Readers familiar with GRI may want to use the GRI Index to access the report. This report also serves as our Communication on Progress (COP) for the UN Global Compact (UNGC); the COP index identifies report content pertinent to the UNGC principles.

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## REPORT SCOPE & QUALITY

Performance is reported for the fiscal years ended December 31, 2014 and December 31, 2015.

We have included data from previous years, where available, as well as information for material subsequent events occurring in 2016 up to the publication of this report. We have reported on our operations and growth projects where Kinross held a 50% or

greater ownership position and for our operations and joint ventures where Kinross was the operating partner responsible for management and operational performance for all of 2014 and 2015. Throughout this report, the terms "Kinross" and the "Company" refer to Kinross Gold Corporation and/or its applicable subsidiaries and affiliates. Where this report includes references to performance information that is

reported in other Kinross publications, or is available on our website, these disclosures should also be considered an integrated part of this report.

The following changes have occurred since we published our 2013 report:

In October 2013, the Dvoinoye underground mine went into production, providing ore for processing



to our Kupol operation. We reported safety data for Dvoinoye in 2013 and began reporting environmental data for the combined Kupol/Dvoinoye operation in our 2014 CR Data Supplement. Data for 2015 reflects the combined operation.

In 2014, Kinross implemented changes to its regional organization and the Company began reporting regional operating performance across three regions rather than the previous four. Regional data in this 2015 CR Report is presented across three regions, as follows:

- Americas, combining our Brazil-, Chile- and U.S.-based operations;
- Russia;
- West Africa, representing our operations in Ghana and Mauritania.

The activities and initiatives of our reclamation sites are important to Kinross and have been reported qualitatively throughout this report.

In early 2016, Kinross acquired the 100% ownership of Bald Mountain and the remaining 50% of Round Mountain it did not already own, bringing Kinross' ownership position to 100%. We will begin reporting data based on 100% ownership for both operations in 2016.

As a result of ongoing efforts to improve reporting, some minor changes to previously reported data have been made. Except where specifically noted, these changes have had no material impact on reported performance characterization.

Kinross uses an online data collection system to support performance reporting from our operating sites in key areas of environmental and socio-economic performance. Data were compiled and reviewed for accuracy as part of our internal quality assurance process prior to publication.

If you require more information on this report, please contact:

ED OPITZ  
Vice-President, Safety and Sustainability,  
Kinross Gold Corporation  
Ed.Opitz@kinross.com  
416 369 6476

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## ASSURANCE

### Kinross sought external limited assurance of our material performance data in 2013 and for our energy and greenhouse gas metrics in 2014.

The assurance process revealed that our data gathering and review processes were strong and there were no significant deviations identified. Based upon this finding, given challenging market conditions facing the sector, Kinross elected not to pursue independent assurance of 2015 data and the full 2015 CR Report in support of a Company wide imperative to reduce General and Administrative costs.

In 2014, certain parameters pertaining specifically to energy use and GHGs were independently assured by KPMG. The independent assurance report can be found on [kinross.com](http://kinross.com). Indicators for prior reporting years that have been independently assured are indicated with an [A] in this report and accompanying data tables.

In 2015, Kinross engaged KPMG to undertake independent assurance of its [2015 Conflict-Free Gold Report](#). Their independent assurance report can be found in the [CR Report Downloads on kinross.com](#).

Kinross will continue to revisit options for independent assurance of non-financial data for future reporting years.

## MATERIALITY

In preparation for this report using the Global Reporting Initiative's G4 guidelines, we established the issues most important to the Company through a three-step process of issue identification, prioritization and validation.

1. We **identified** issues using several inputs. These included:

- Sector-level issues that stakeholders have determined are material for the mining sector as a whole. Sector-level material issues have been defined over many years by a wide range of organizations, including non-governmental organizations (NGOs); sustainability indexing initiatives such as Dow Jones Sustainability Index, Vigeo, and Sustainalytics; industry organizations such as the International Council on Mining and Minerals (ICMM); international organizations such as the UN Global Compact; and the GRI G4 Guidelines and the Mining and Metals Sector Disclosures.
- Site-level issues that are pertinent at specific operations, in our local host context, identified through our ongoing stakeholder engagement efforts. At the site level, specific issues identified as important to stakeholders through our stakeholder engagement and survey program or that potentially impact our licence to operate are identified through our Enterprise Risk Management (ERM) process, our internal management systems audits, review of site-level grievance topics, and ongoing discussion with host governments and/or communities. In keeping with past reports, we have included a table of Key Stakeholder Issues at our sites.
- Corporate-level Environment, Social and Governance (ESG) issues that are of importance to critical stakeholder groups where we have sought



specific input on our communication/reporting practices pertaining to ESG and licence to operate issues and practices. This includes the results of a corporate survey of institutional investors with Kinross holdings to guide our ongoing CR communications and identify issues of interest following the publication of our 2013 CR Report.

2. We **prioritized** the identified issues through internal consultation with leaders with responsibility for these areas at Kinross. Through this process, we identified ten issues as most important to the Company.

3. Our CR team **validated** the ten issues identified as most important to ensure alignment against our Ten Guiding Principles for Corporate Responsibility. The outcome of this process confirmed that the issues identified are priorities for Kinross. Mapped against related GRI G4 Aspects, they inform the content of this report.

As part of our review and reporting process, we also established the boundaries for the ten material issues. From an enterprise perspective, all material issues encompass all Kinross operations. For certain issues, such as workplace safety, business ethics and conduct, human rights and environment, the boundaries extend externally to our suppliers and partners, which are required to meet Kinross' standards for performance and conduct. For other issues, such as stakeholder engagement, human rights, local sustainable development, and local business and local employment, the boundaries extend externally to encompass our host communities, governments and regulators, and members of civil society where we have operations and projects.

See our overview of [Material Corporate Responsibility Issues and Aspects](#) for Kinross.

OVERVIEW OF MATERIAL CORPORATE RESPONSIBILITY ISSUES FOR KINROSS

Material Issue	Importance to Kinross	Importance to Stakeholders	Kinross' Guiding Principle	GRI G4 Aspect
<b>Workforce Safety</b>	No job is too important, no task too urgent that it can be done in an unsafe manner. As a Company, we must create a culture where we never, under any circumstances, compromise on safety.	There is nothing more important to our employees and their families than the health and safety of workers.  As friends and neighbours, and involved members and leaders in the community, employee health and safety is also paramount in our host communities.	<b>1. Employee Safety</b> We put people first and our number one priority is the safety of every employee.	Occupational Health and Safety <b>LA6, LA7</b>  Emergency Preparedness
<b>Ethics and Business Conduct</b>	With operations and corporate offices in eight countries, a workforce of approximately 9,100 employees and a supply chain of almost \$2 billion, we cannot jeopardize our licence to operate by engaging in unethical behaviour.	Stakeholders rely upon the proper control functions of government officials and regulators, and expect to receive fair value generated by mining.	<b>2. Business Ethics</b> We maintain the highest standards of corporate governance, ethics and honesty in all of our dealings, and operate in compliance with the law wherever we work.	Anti-corruption <b>SO3, SO4, SO5</b>  Compliance <b>SO8</b>  Public Policy <b>SO6</b>  Supplier Assessment for Impacts on Society <b>SO9</b>  Supplier Environmental Assessment <b>EN32</b>  Supplier Assessment for Labour Practices <b>LA14</b>
<b>Stakeholder Engagement</b>	Maintaining transparent, meaningful two-way relationships with stakeholders in the communities where we operate is fundamental to understanding our operating context, and our impacts within that context.	Stakeholders rely upon the accurate, transparent information about our activities, and deserve to participate in a meaningful way in matters that affect them.	<b>3. Stakeholder Engagement</b> We promote an ongoing dialogue and engagement with stakeholders in the communities where we operate, maintained in a spirit of good faith and transparency.	Local Communities <b>SO1</b>  Grievance Mechanisms About Impacts on Society <b>SO11</b>  Environmental Grievances <b>EN34</b>
<b>Environmental Stewardship</b>	We must be diligent to ensure that environmental impacts do not jeopardize other uses and activities, now or in the future. Key aspects of particular focus are water, energy and climate, tailings, waste, land use, biodiversity and compliance.	It is a fundamental expectation that Kinross development projects and operations mitigate the risks and potential impacts arising from exploration, mining and processing activities, as well as closure and reclamation.	<b>4. Protecting the Environment</b> We exercise utmost vigilance in protecting the environment and seek ways to minimize our environmental footprint wherever we operate. We will always meet, and where possible exceed, regulatory requirements in environmental performance.	Materials <b>EN1</b>  Energy <b>EN3, EN5, EN6</b>  Water <b>EN8, EN10</b>  Biodiversity <b>EN13, EN14, MM1, MM2</b>  Emissions <b>EN15, EN16, EN17, EN18, EN19</b>  Environmental Compliance <b>EN29</b>  Environmental Grievance Mechanism <b>EN34</b>  Effluents & Waste <b>EN22, EN23, EN24, EN25, MM3</b>

See our GRI Content Index.

OVERVIEW OF MATERIAL CORPORATE RESPONSIBILITY ISSUES FOR KINROSS

Material Issue	Importance to Kinross	Importance to Stakeholders	Kinross' Guiding Principle	GRI G4 Aspect
<b>Life Cycle Approach</b>	Principles of corporate responsibility must be integrated into investment decisions at each stage of project life cycle from due diligence acquisition to development, operation and closure.	Our stakeholders expect Kinross to ensure that investment decisions reflect our CR principles and that our words are backed by action.	<b>5. Responsible Investment</b> We consider all aspects of an operation or new project – including social, environmental, and post-closure issues – in making investment decisions.	Closure Planning <b>MM10</b>
<b>Human Rights &amp; Indigenous Peoples</b>	Consideration of human rights not only helps us avoid conflicts with stakeholders, it also helps shape strategies that support local stakeholders.	Stakeholders expect that their rights will be respected.	<b>6. Human Rights and Indigenous Peoples</b> We conduct all of our activities in accordance with accepted standards in the protection and promotion of human rights. We respect the cultural and historical perspectives and rights of those affected by our operations, in particular indigenous peoples.	Investment <b>HR1, HR2</b> Non-Discrimination <b>HR3</b> Security Practices <b>HR7</b> Indigenous Rights <b>HR8, MM5, MM6, MM7</b> Assessment <b>HR9</b> Supplier Assessment Human Rights <b>HR10</b> Human Rights Grievance Mechanism <b>HR12</b>
<b>Workforce</b>	Our success as a business relies on a motivated, engaged and skilled workforce.	Creating meaningful livelihoods is one of the most powerful impacts of Kinross' business, especially in remote areas with limited alternatives.	<b>7. Employer of Choice</b> We provide a rewarding and meaningful livelihood to our employees and strive to be an employer of choice.	Employment <b>LA1</b> Labour & Management Relations <b>LA4, MM4</b> Training & Education <b>LA10, LA11</b> Diversity & Equal Opportunity <b>LA12</b> Equal Remuneration <b>LA13</b> Labour Practices Grievance Mechanism <b>LA16</b> Freedom of Association <b>HR4</b>
<b>Benefit Footprint</b>	Local employment and local procurement of goods and services, while meeting the Company's labour and supply chain standards for due diligence, human rights, quality, safety, health and environment, is fundamental to the success of our operations.	The positive impact of our operations in local communities depends on creating opportunities that support both the development of a local skilled workforce and development of local business to help suppliers increase their capacity to effectively compete and win business with Kinross and other local enterprises.	<b>8. Local Sourcing</b> We seek to maximize employment, business and economic opportunities for local communities from our existing operations and new projects.	Economic Performance <b>EC1</b> Market Presence <b>EC6</b> Procurement Practices <b>EC9</b>

See our GRI Content Index.

OVERVIEW OF MATERIAL CORPORATE RESPONSIBILITY ISSUES FOR KINROSS

Material Issue	Importance to Kinross	Importance to Stakeholders	Kinross' Guiding Principle	GRI G4 Aspect
<b>Local Sustainable Development</b>	Planning and engagement are critical to leverage jobs and procurement opportunities into development that lasts beyond the life of mine.	Host communities expect mining to make a positive socio-economic contribution to their quality of life.	<b>9. Sustainable Communities</b> We provide lasting benefits to the communities where we work by supporting sustainable initiatives to develop their social, economic and institutional fabric. We recognize that every community is unique and we work with our community partners to ensure that our support matches their priorities.	Indirect Economic Impacts <b>EC7, EC8</b> Local Communities <b>SO1</b> Artisanal and Small Scale Mining <b>MM8</b> Resettlement <b>MM9</b>
<b>Global Dialogue</b>	It is important not only to track the developments that may affect us, but to participate actively in discussions that have the potential to improve our performance as a Company and as an industry.	Beyond host communities, corporate and international stakeholders and interested parties look for us to engage on sectoral and global issues and trends facing the industry.	<b>10. Participate in Global Corporate Responsibility Dialogue</b> We maintain an active engagement and dialogue with our global industry peers, associations, governments and civil society on CSR practices and evolving global standards.	Public Policy <b>SO6</b>

See our complete Ten Guiding Principles for Responsible Mining on [kinross.com](http://kinross.com).

See our GRI Content Index.



## Our Approach to Responsible Mining

As responsible miners, we are committed to managing our impacts while leveraging economic opportunity to generate sustainable long-term benefits for host communities at all stages of a mine's life cycle.

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**OUR CORPORATE RESPONSIBILITY VISION**

We have a responsibility to conduct our operations in a manner that is safe for our employees, protective of the environment, and beneficial to the host countries and communities where our operations are located.

Our Ten Guiding Principles for Corporate Responsibility articulate our commitment to responsible mining. These principles guide our business in all critical areas – in

maintaining our licence to operate with host communities, in accessing and permitting new deposits with host governments, and in attracting investment from equity markets

increasingly sensitive to risk factors associated with environmental and social performance.





## CORPORATE RESPONSIBILITY STRATEGY

Our Corporate Responsibility Strategy integrates corporate responsibility into our business strategy at each stage of the mine life cycle by establishing:

- A policy framework to articulate our commitments in specific areas based on our Ten Guiding Principles for Corporate Responsibility;
- Corporate Responsibility Management Systems (CRMS) to define standards and guidelines to implement these policies at our operations;
- Core programs to drive performance in these areas, such as training, audits, emergency response drills, and risk assessments;
- Performance metrics and site-specific annual CR targets incorporated into the corporate performance targets for each Kinross operation and tracked on a quarterly and annual basis;
- Systematic governance of Company CR performance by the Corporate Responsibility and Technical Committee of the Board of Directors.

In 2014 and 2015, we realized several accomplishments to drive our CR strategy:

- Advanced the integration of corporate responsibility and business strategy through corporate reorganization. Kinross' "First Priorities" of safety and sustainability are now embedded into Kinross' Operations group and accountability resides at the Senior Leadership Team with Kinross' Chief Operating Officer.
- Expanded our Site Responsibility Plan (SRP) to include a formal requirement for a Community Plan for Closure.
- Updated our health and safety management framework with development and Company-wide rollout of a Road Going Vehicle Standard.
- Launched the Kinross Supplier Portal to facilitate sign-off on the Supplier Standards of Conduct to ensure that suppliers of equipment, materials and services are appropriately screened prior to entering into a business relationship with that Supplier.
- Enhanced Kinross' Contractor Management Standard as part of our Critical Risks Program to align due diligence expectations with Kinross' Supplier Standards of Conduct.
- Reviewed and strengthened our Tailings Management strategy through enhanced internal and external reviews.
- Developed the Kinross Way for Diversity and Inclusion to guide Company wide efforts to strengthen diversity.



CORPORATE RESPONSIBILITY IN THE MINE LIFE CYCLE



1

**EXPLORATION** 3-5 years

**OBJECTIVE**

- Advance to drilling to discover and confirm mineral reserves

**PROCESS**

- Begin with geological surveys, geochemical sampling and other minimal-impact methods to locate and delineate ore deposits
- Advance to core drilling to determine ore grade and geologic characteristics when initial surveys are promising
- Begin collection of environmental and community baseline information

**RESPONSIBILITIES**

- Implement environmental controls to protect water sources, protected species and habitats, and minimize impacts on community stakeholders
- Ensure partners (junior gold companies, exploration partners) and contractors adhere to Kinross standards
- Establish transparent channels for dialogue with stakeholders
- Initiate preliminary assessment of key community, environmental and human rights issues that may arise if a mine is developed



2

**DEVELOPMENT** 3-5 years

**OBJECTIVE**

- Design and receive approval for mine construction and operation

**PROCESS**

- Complete scoping, prefeasibility and feasibility studies
- Complete engineering design of optimal mining method (open pit or underground) and mineral recovery process during project implementation
- Obtain necessary permitting, construction and operating approvals
- Obtain land and water rights

**RESPONSIBILITIES**

- Incorporate environmental and community considerations in facility design, and develop environmental, health and safety procedures for construction and operation
- Complete collection of environmental and community baseline information
- Complete assessment of key community, environmental and human rights issues and incorporate management strategies as needed into project design and SRP
- Consult with stakeholders to ensure they understand the potential impacts of the project, and work to address stakeholder concerns. Secure broad community support through informed consultation
- Assess availability of local workforce and services



3

**CONSTRUCTION** 2-3 years

**OBJECTIVE**

- Construct mining facilities, on time and on budget, in accordance with approvals, requirements and Kinross standards

**PROCESS**

- Establish skilled construction team to execute development plan
- Construct mine and processing facilities and associated infrastructure, such as roads, power and water lines, and employee facilities

**RESPONSIBILITIES**

- Train employees and contractors in safety, health and environment practices, procedures and performance standards
- Train management and security personnel in human rights
- Maintain high environmental, health and safety (EHS) performance standards
- Ensure advisory groups and grievance procedures are effective for ongoing transparent dialogue with the communities
- Identify and implement local employment and purchasing opportunities
- Develop plan for transition from construction to operation

CORPORATE RESPONSIBILITY IN THE MINE LIFE CYCLE (CONTINUED)



4

**MINING** 10-40+ years

**OBJECTIVE**

- Operate a safe, environmentally sound, socially responsible, profitable, and efficient mining and processing operation

**PROCESS**

- Drill and blast to access the ore
- Transport ore for processing
- Create stable, environmentally sound storage areas for waste rock

**RESPONSIBILITIES**

- Maintain best-in-class EHS performance by maintaining responsible operating procedures, training, monitoring performance, and continuous improvement
- Provide rewarding career opportunities and competitive compensation and benefits to employees
- Routinely assess risks and implement risk management measures
- Continuously improve energy efficiency, water efficiency and waste minimization
- Maintain ongoing open communication with local communities through SRP
- Enhance benefit footprint in the community through SRP
- Measure success of community outreach programs through ongoing consultation and periodic socio-economic studies and surveys
- Concurrently reclaim disturbed land that is no longer needed for operations and regularly update closure plans



5

**PROCESSING** 10-40+ years

**OBJECTIVE**

- Operate a safe, environmentally sound, socially responsible, profitable, and efficient mining and processing operation

**PROCESS**

- Mill by crushing and grinding ore, followed at some operations, by flotation or gravity concentration, and then followed by tank leaching with diluted cyanide solution
- Place crushed ore on lined leach pad and dissolve gold with diluted cyanide solution (heap leach), at some operations
- Recover gold from solution through adsorption on activated carbon followed by re-dissolution and electrowinning
- Smelt precipitate and produce gold doré bars for shipping to a refinery
- Create robust, environmentally sound long-term repositories for residue from ore processing in the tailings area

**RESPONSIBILITIES**

- Maintain best-in-class EHS performance by maintaining responsible operating procedures, training, monitoring performance and continuous improvement
- Provide rewarding career opportunities and competitive compensation and benefits to employees
- Routinely assess risks and implement risk management measures
- Ensure compliance with International Cyanide Management Code
- Continuously improve energy efficiency, water efficiency and waste minimization
- Maintain ongoing open communication with local communities through SRP
- Enhance benefit footprint in the community through SRP
- Measure success of community outreach programs through periodic socio-economic studies and surveys
- Develop and maintain Community Plan for Closure



6

**CLOSURE AND RECLAMATION** 5-20 years

**OBJECTIVE**

- Close and reclaim mine facilities to achieve approved post-mining land use and maintain environmental quality
- Satisfactory completion and termination of permit obligations

**PROCESS**

- Execute the approved closure and reclamation plan
- Conduct environmental monitoring to ensure reclamation success and environmental protection

**RESPONSIBILITIES**

- Maintain best-in-class EHS performance
- Assist workforce in transition to new employment opportunities
- Engage with community and other stakeholders regarding closure plans and activities
- Engage with community to identify measures to facilitate transition to post mining

## CORPORATE RESPONSIBILITY MANAGEMENT SYSTEMS

We take a management system approach to ensure our Corporate Responsibility principles are implemented across our various jurisdictions and operating contexts.

This includes:

- Establishing common corporate standards that apply at all operations;
- Assigning operational responsibility for conformance with these corporate standards;
- Establishing reporting and performance metrics to monitor progress towards targets;
- Conducting comprehensive biennial audits to confirm site compliance and identify opportunities for continuous improvement.

Our management approach for health and safety, environment, and community engagement are discussed in detail in this report. In addition, we discuss our management approach to several cross-functional aspects of Corporate Responsibility in the following sections of this report.

### CORPORATE RESPONSIBILITY PERFORMANCE METRIC

The Corporate Responsibility Performance Metric (CRPM) is a comprehensive measure of site-level performance in the areas of health and safety, environment, and community relations. These metrics are administered separately by the respective functions, but are reported as a combined metric for the Corporate Responsibility and Technical Committee (CRTC) of the Board of Directors.

Annual targets are set for each site and region and are combined to establish a corporate target. Critical targets are included as the "First Priorities" in the Company's performance management and short-term incentive program.

#### Health and Safety

- Leading indicators are set by each site and could include performance versus target for activities such as the number of task observations conducted, the number of planned inspections, training hours, etc.
- Lagging indicators include performance compared with corporate, regional and site targets for total reportable injury frequency rate and injury severity rate.

#### Environment

- Leading indicators include internal inspections, environmental training, water balance, long-term planning, and strategic focus on water strategy;
- Lagging indicators include enforcement and regulatory notices, major releases, and status of compliance with all performance and reporting obligations;
- Status of Environmental Management Systems (EMS) and audits, including EMS and regulatory compliance audits, engineered risk assessments (ERAs), International Cyanide Management Code recertification, and Tailings Reviews;

#### Community Relations

- Engagement indicators include the balance of positive versus negative stakeholder interactions during the quarter, based on the number of stakeholders engaged, media coverage, appreciation letters versus complaints, grievances and their timely resolution, community-related incidents, and perception surveys (employee and public);
- Community investment indicators include the effectiveness of site spending on community support, including donations spending versus budget, in-kind contributions, number of beneficiaries, measures of success defined for donations, positive press, and the site benefit footprint;
- Status of Site Responsibility Plan (SRP) implementation, audit, and progress against site-specific annual programmatic objectives in the area of community relations.

In 2016, each site has identified specific aspects of these metrics which represent areas of particular focus, in order to set objectives and targets for performance management and incentives. These site-specific objectives for First Priorities are aligned with our management standards. Going forward in 2016, we have revised the metrics to focus on the specific aspects that are most important to each site and their stakeholders.



### UNDERSTANDING THE SUSTAINABLE DEVELOPMENT GOALS

The United Nations recently issued the Sustainable Development Goals (SDGs), which replace the Millennium Development Goals as the collective global view on what is important in terms of development, poverty reduction, and environmental protection.

Organizations such as the UN Global Compact (of which Kinross is a signatory) are expecting that companies will look to advancing these goals by integrating these sustainable development priorities into their business models.

Kinross has completed an initial mapping to outline ways in which we currently support the SDGs. These cover three broad areas:

- 1 **Managing Impacts:** Kinross' policies, standards, and procedures help to ensure that our operations do not negatively impact particular aspects of the SDGs, notably Clean Water and Sanitation (SDG6) and Life on Land (SDG15).
- 2 **Core Operations:** As a responsible mining Company, our core operations have a positive impact in many areas; for example, Good Jobs and Economic Growth (SDG8) and Innovation and Infrastructure (SDG9)

- 3 **Corporate Responsibility:** Through our engagement with stakeholders and support for community programs, we work together with local communities and partners towards enhancing Good Health (SDG3) and Quality Education (SDG4).

We will continue to engage with our stakeholders and peers to collectively understand and identify how responsible mining can continue to innovate and contribute to the challenge posed by the SDGs.



## MANAGING RISKS AND OPPORTUNITIES

Our global operations create both opportunities and risks due to the nature of mining, exploration and development activities.

They provide significant local employment and economic benefits. They also use water and energy resources and can have potentially significant environmental impacts if they are not designed and managed well. Our operations also affect community stakeholders and, at some specific operations, indigenous peoples. These risks must be managed in order to maintain the Company's ability to develop and operate its mining properties. Kinross manages these issues by setting high performance standards, allocating the necessary resources, assigning clear responsibilities and accountabilities for their management, and routinely reviewing performance, improvement opportunities and the mitigation activities against these operating risks.

We have developed a structured process to identify principal risks and opportunities that reflect our significant economic, social, environmental and regulatory impacts, and matters identified as being of particular interest to our stakeholders. [See Materiality \(page 09\) and Key Stakeholder Issues \(page 64\).](#)

The Enterprise Risk Management (ERM) process at Kinross is comprised of a bottom-up and top-down approach for the identification and assessment of risks. Each of our operating sites has a Risk Champion responsible for their respective risk management program, which includes the identification, assessment, management, monitoring and reporting of key risks under the strategic guidance provided by the

Senior Leadership Team with the tools and methodologies established by the Corporate ERM function. Each operating site, regional office, corporate function and capital project team undertakes a process of identifying, assessing and addressing risks from all sources that threaten the achievement of its strategic business objectives. For example, risks associated with financial matters, (such as commodity prices, foreign exchange and energy costs), and risks associated with social licence to operate (such as health and safety, environmental impact and regulatory compliance) are all assessed through the ERM program on an ongoing basis as part of the routine operating activities of the business.

Risks are identified and aggregated under a broad range of categories through a variety of activities, including:

- Engineering Risk Assessments (ERAs), a comprehensive review of potential environmental, permitting, safety and operational risks that could arise as the result of failures of engineered systems, such as pumps, pipelines, dams and structures, conducted during the mine design phase and periodically over the life of the operations;
- Security Risk Assessments;
- Political Risk Assessments;
- Human Rights Risk Assessments;
- Fraud Risk Assessments;
- Insurance Inspections;
- Compliance Audits, including Internal Control Audits, and Health & Safety, Environmental and Site Responsibility Plan (SRP) Audits;
- Project Stage Gate Reviews;
- Annual risk management workshops, which bring together corporate and local leaders to analyze and rank operational, economic, political, environmental and social trends and risks, including human rights and security risks that could affect current performance or future plans.

For each identified and assessed risk, a formal mitigation plan is developed by the responsible management. Risk mitigation activities are reviewed and audited internally on a regular basis, as part of the Health & Safety, Environmental, SRP and the Internal Audit Program.

In 2015, Kinross combined the Corporate ERM function – responsible for managing and administering the global ERM program, with Internal Audit, led by the Vice-President, Internal Audit, who reports functionally to the Chair of the Audit and Risk Committee of Kinross’

Board of Directors and administratively to the Chief Financial Officer (CFO). This reporting structure keeps the ERM and Internal Audit functions structurally independent from its operating business units that report to the Chief Operating Officer (COO). Both the COO and the CFO are members of the Senior Leadership Team of the Company and report to the Chief Executive Officer.

Every quarter, a risk presentation reviewing the principal enterprise risks affecting Kinross’ business, including management updates on their mitigation, is provided to the Senior Leadership Team. Site-specific risks are further discussed and debated at the Quarterly Business Reviews of the particular geographical region that the site operates in. The risk presentation is also provided to the Audit and Risk Committee and to the Corporate Responsibility and Technical Committee of Kinross’ Board of Directors, who review the specific risk issues relevant to their committee mandate.

Training and education play an ongoing part in fostering a risk culture across Kinross. Consistent risk identification, assessment and evaluation criteria and tools are provided to the Site Risk Champions by the Corporate ERM function and ongoing discussions are scheduled to assist the operating business units in effectively managing and enhancing their ERM process.

In 2016, Kinross will begin to develop and implement an Executive Risk Management Committee aiming to formalize and increase the frequency in which leaders of corporate functional areas review and validate significant risks and mitigation plans of existing and emerging risks for the consolidated Kinross.

A detailed review of specific risk factors is outlined in the Company’s [2015 Annual Information Form \(Pages 61-77\)](#) available on our website. The Company’s submission to the Carbon Disclosure Project, available at [cdp.net](#) also provides a detailed list and discussion of our potential risks related to climate change.

## EMERGENCY RESPONSE

All Kinross operations have formal emergency plans in place for all probable emergencies, including hazardous chemical spills and exposures.

In addition, all of our sites evaluate emergency preparedness as part of their compliance with the Cyanide Code. Four sites (Round Mountain, Kettle River-Buckhorn, DeLamar reclamation site and Paracatu) have proceeded with implementation of the Awareness and Preparedness for Emergencies at the Local Level (APELL) program, which involves co-ordinating our emergency response planning with a local community’s emergency response capabilities and plans. Sites also have local crisis management plans, which are reviewed and updated on an annual basis and integrated with Kinross’ overarching Crisis Management System which links all levels of the organization with real-time communications and crisis information.

Hazardous Waste Operations and Emergency Response training and certifications are updated annually. Each site has a properly trained rescue team that works with local response personnel to ensure mutual capability to respond to an emergency situation. Procedures are tested and reinforced regularly through simulation exercises. Emergency response is part of Kinross’ Corporate Responsibility audit protocol, under which sites are audited on a biennial basis.

### CRISIS MANAGEMENT SYSTEM

Our Kinross Crisis Management System (KCMS) is web-based and helps us ensure a rapid, consistent and professional response to managing issues and events that could affect our operation. Hosted by a third party on Kinross' behalf, the system includes a secure web-based, real-time management platform that allows simultaneous communication and enables immediate updates in quickly

evolving situations. The system includes contact information for key stakeholders and crisis management team members at the corporate, regional and site level.

As part of the KCMS, drills are carried out twice a year at each site, once a year at the regional level and once a year corporately. For 2015, crisis management training and drills were conducted for all 15 crisis management teams, including all sites, regional and

corporate offices, exploration, and the corporate business continuity teams. During the year, the KCMS was used effectively to help manage an integrated and rapid Kinross response to the devastating extreme rainfall in Chile that affected our Maricunga operation and surrounding communities. We also initiated the integration of international medical emergency response into our global crisis management program, which will continue into 2016.



*At all of our operating sites, mine rescue teams carry out frequent safety drills to support our crisis management and emergency preparedness programs.*



## ETHICAL CONDUCT

The Kinross Code of Business Conduct and Ethics (Code) establishes policies for Kinross Directors, employees and contractors, and applies to all Kinross operations and to Kinross-operated joint ventures.

The Code is available in all of the applicable official languages and addresses workplace policies, environment, health and safety issues, third-party relationships, legal compliance, confidentiality issues and the use of Kinross assets. We carry out compliance training and education programs with all sites and regions to ensure employees understand and respect Company expectations for ethical behaviour and compliance, and risks of non-compliance with the Code.

The Code and the associated compliance program, including training, establish strict controls to prohibit corruption, including participation in any bribes, kickbacks, or improper inducements or payments to any public official. Our policy articulates our respect for human rights by prohibiting any kind of discrimination or harassment in the workplace, at Company-related events, or through electronic media.

Our Whistleblower Policy provides employees and non-employees with mechanisms to confidentially report actual or suspected improper activities regarding the Company's accounting, internal controls or auditing matters, human rights, environment, health and safety, and any other violations of the Code including, but not limited to, violations of applicable laws and Kinross policies. The Code, Whistleblower Policy and the Disclosure, Confidentiality and Insider Trading Policy were updated in 2013.

The Company's Vice-President, Compliance provides dedicated leadership and oversight of the Company's global compliance with the Code and other core policies, including the management of Kinross' Whistleblower Policy and program, reporting quarterly to the Board of Directors and/or applicable committees.

Kinross has a quarterly sign-off on the Code of Business Conduct and Ethics, the Disclosure, Confidentiality and Insider Trading Policy, and the Whistleblower Policy by members of the Senior Leadership Team, their direct reports, all other management level personnel, the Corporate Legal Department lawyers and Regional General Counsel. All employees are required to sign the Code and the Whistleblower Policy upon hiring, and, as of February 2013, management roles are required to acknowledge by signature on an annual basis that they have read and understood, have not violated, and are not aware of any violations of the Code. This process is managed by Human Resources.

Training to support the Code is ongoing. In 2014, a refreshed anti-corruption education presentation was developed to strengthen employee understanding and awareness of



applicable anti-corruption laws as a key component of the Company's expectations for ethical behaviour and compliance, and reinforce implementation measures to prevent corruption across our operations. In 2014 and 2015, anti-corruption in-person training took place at our operations and offices in Russia, Brazil, our West African office in Las Palmas, Spain and Ghana. Special training sessions have also been provided to our Supply Chain, Projects and Global Security groups. Training will continue in 2016 at all remaining regional sites and offices.

Kinross had zero substantiated cases of corruption in 2014 and 2015. Kinross is the subject of an ongoing investigation by the U.S. Securities and Exchange Commission, who is investigating

Kinross for allegations of improper payments to government officials and inadequate internal controls at its West African mining operations. Kinross takes such allegations very seriously and action was taken immediately in accordance with the Company's Whistleblower Policy. To learn more, see the [Key Stakeholder Issues](#) table in this report (page 64).

Kinross' Supplier Standards of Conduct also conveys Kinross' expectations that our suppliers, among other things, must comply with the Code, including applicable anti-corruption laws. These requirements are formalized as contractual obligations in the applicable supplier agreements. For more information, see [Managing Our Supply Chain](#) (page 28) in this report.

## POLITICAL DONATIONS

Although not an area of strategic focus, donations to political parties and politicians are made from time to time in accordance with the Code, Kinross' Corporate Donations and Sponsorship Policy and applicable laws and regulations pertaining to political donations, and, beginning in 2016, will be approved by the Senior Vice-President, Global Government Relations, Security and Lands. Kinross made \$401,218 in political donations in 2014 in Brazil and the United States and \$6,000 in 2015 to the Political Action Committee of the Nevada Mining Association.

Read the [Code of Business Conduct and Ethics](#).





## HUMAN RIGHTS

In the workplace, across our supply chain and in all of our relationships in our host communities, people whose interests are affected by our operations expect that their rights will be respected.

Across Kinross, we must be diligent in assessing and managing potential impacts on those rights. To that end, and entrenched in our Ten Guiding Principles, we operate in accordance with a comprehensive set of our internal policies and international standards to protect human rights and apply these standards consistently across our operations.

Kinross' commitment to human rights is implemented through the following framework:

- Our commitment to the UN Global Compact;

- Our commitment to support and respect the protection of human rights in the workplace and the community, in accordance with the Universal Declaration of Human Rights;
- Our commitment to implement the Voluntary Principles for Security and Human Rights;
- Kinross Code of Business Conduct and Ethics;
- Our internal practices and procedures, such as our EHS and labour policies, community relations practices, and our project permitting/consultation practices.

Responsibility for human rights currently resides within two functions at Kinross, specifically the Vice-President, Safety

and Sustainability, a position that reports directly to the Chief Operating Officer, and the Chief Legal Officer who reports directly to the Chief Executive Officer. In 2014, we introduced additional supplier pre-qualification criteria to identify and address potential impacts in our supply chain, including human rights. For more information, see [Managing Our Supply Chain \(page 28\)](#) of this report.

Grievances pertaining to alleged human rights violations are received, tracked and reported through our Whistleblower reporting mechanism, available at [kinross.com](#). In 2015, there were zero substantiated human rights allegations and zero human rights grievances filed through formal grievance mechanisms.

**ASSESSING OUR POLICY FRAMEWORK**

Kinross uses the United Nations Guiding Principles for Business and Human Rights (GPBHR) to help identify priorities based upon the nature of our operations, the

context of the host countries where we operate, and the list of human rights as defined by the Universal Declaration of Human Rights, International Labour Organization Core Conventions, Convention on Economic Social and

Cultural Rights, and Convention on Civil and Political Rights. The key topics and the corresponding Kinross policies that govern our conduct in these areas are shown in the matrix below.

Rights Topic	Potential Areas of Risk*	Applicable Kinross Policies/Standards
<b>Workplace Rights</b>	As with any multinational company, respect for workers’ rights is an important focus in all jurisdictions. This includes workplace standards for our contractors. Through our participation in the UN Global Compact, Kinross is committed to promoting the core International Labour Standards (ILO).	Code of Business Conduct and Ethics; Supplier Standards of Conduct; Health and Safety Policy and Standards
<b>Non-discrimination</b>	Working in multiple cultures requires a strict commitment to building a Kinross culture of non-discrimination.	Code of Business Conduct and Ethics; Supplier Standards of Conduct
<b>Human trafficking, coerced labour, and child labour</b>	According to the UPR*, these practices exist in some of our host countries. Company policies ensure this does not occur at our operations, and our Supplier Standards of Conduct are designed to address the potential for these practices in our supply chain.	Code of Business Conduct and Ethics; Supplier Standards of Conduct
<b>Clean water, clean environment, health</b>	Kinross implements world-class practices for environmental management in order to minimize our impact on host community natural resources. Community engagement plays an important role in keeping the public well-informed regarding the Company’s management of environmental impacts, addressing any real or perceived areas of concern, and supporting community health initiatives.	Code of Business Conduct and Ethics; Supplier Standards of Conduct; Environmental Policy and Standards; Site Responsibility Plans
<b>Arbitrary arrest, torture</b>	According to the UPR* framework, the actions of public security forces in some host countries sometimes deviate from accepted norms. Diligence is required to ensure security programs at our operations, whether public or private, are conducted in a way that respects human rights, consistent with the Voluntary Principles on Security and Human Rights (VPSHR).	Human Rights Adherence and Verification Program

Rights Topic	Potential Areas of Risk*	Applicable Kinross Policies/Standards
<b>Corruption</b>	Corruption may compromise the proper control functions of government officials or regulators, or prevent host communities from receiving value generated by mining. The UPR* cites corruption in areas such as judiciary, police, and general bureaucracy in some host countries. Kinross has a zero-tolerance policy for bribery and is part of the Extractive Industries Transparency Initiative (EITI).	Code of Business Conduct and Ethics; Supplier Standards of Conduct; Foreign Officials Payment Protocol
<b>Indigenous Peoples</b>	In some areas, indigenous peoples have been historically disadvantaged and often still experience discrimination and other forms of political and social disadvantage that hinder their self-determination. When undertaken responsibly and in consultation, in accordance with the Company's guidelines for indigenous relations, mining can be a strong source of positive benefits for indigenous communities.	Environmental Policy and Standards; Site Responsibility Plans
<b>Life, Liberty, Security of Person</b>	Host communities often have strong negative perceptions and fears that mining will impact their lives, and those of their children. Kinross strives for transparency and strong community engagement during project permitting and throughout the mine life.	Environmental Policy and Standards; Site Responsibility Plans

\* UPR – Universal Periodic Review conducted by the UN High Commissioner on Human Rights

### SECURITY AND HUMAN RIGHTS

Kinross supports the Voluntary Principles on Security and Human Rights and has established a Human Rights Adherence and Verification Program (HRA & VP) to implement this commitment.

The HRA & VP program establishes procedures and training at all Kinross operating mines on an annual basis to help ensure that all security personnel, as well as key site management, understand and are consistently compliant with human rights best practices and standards as related to security. This includes specific training on the use of force in line with Kinross'

weapons policy, and provides guidance in such areas as reporting incidents and fostering a well-developed community-security relationship. The training is required for all private security personnel and Kinross management teams. Public security forces are invited and encouraged to attend. In 2014 and 2015, 983 and 1,062 security people were trained, representing 100% and 98% of Kinross' security personnel respectively and an average of 2,500 training hours each year.

Kinross also monitors the human rights records of security providers used by the Company. Monitoring includes

information gathered through various international, regional and local agencies. All Kinross agreements with public security forces now include respect for human rights as a major component. In 2015, we expanded the HRA & VP program to include Human Rights Risk Assessments which are carried out as part of our annual site security audits at each site.

Each Kinross location has robust systems for allegation reporting and verification, investigation and resolution, monitoring of investigations conducted by public officials, and other essential elements of security oversight.

## MANAGING OUR SUPPLY CHAIN

Kinross wants to do business with suppliers that share our commitment to corporate responsibility and ethical conduct.

In 2015, we purchased goods and services from approximately 9,000 suppliers, representing total spending globally of \$1.9 billion. Our supply chain consists of providers of energy, equipment, reagents, and other consumables, as well as transportation, catering, and other services necessary to support our operations. Critical suppliers of items, such as cyanide, explosives, mining equipment and giant off-road tires for mining equipment, hold a unique position in the marketplace and specifically to the global mining industry, represent about 65% of our total procurement spend.

Any supplier that wants to do business with us is required to sign and adhere to Kinross' **Supplier Standards of Conduct** (SSoC). By signing our SSoC, Kinross' suppliers confirm their commitment to conduct their operations safely and to comply with the **Kinross Code of Business Conduct and Ethics**, including applicable anti-corruption laws, as well as the fundamental principles of the UN Global Compact respecting human rights, labour standards, environmental protection, and anti-corruption.

Suppliers to Kinross are expected to reaffirm their commitment to the SSoC every two years.

Through our Supplier Due Diligence process, a graduated approach to screening suppliers based on the assessment of potential risk indicators, we ensure that each supplier of goods or services is a reliable commercial business partner and confirm that it conducts itself in a manner that is consistent with Kinross' SSoC. We monitor supplier compliance with the SSoC by conducting periodic pre-arranged visits and audits of suppliers, including interviews with management and employees on site. Our supply chain management system is also subject to annual internal audit on a site-specific basis every two years.

We have formal processes in place to evaluate and manage sustainability risks and, given the nature of our supply chain, priority is placed on environmental, and occupational

health and safety considerations. As a signatory to the International Cyanide Management Code (ICMI), Kinross requires all cyanide manufacturers and their contracted logistics providers, ports of entry and other partners to be ICMI certified. Explosive manufacturers must meet specific safety requirements pertaining to manufacturing, handling and use. We screen the prior occupational health and safety record of all contractors who perform work at our operations.

All of Kinross' procurement staff receive annual procurement training focused on the SSoC, the explicit environmental, safety and governance requirements of Kinross' bidding process, as well as a refresher course on Supply Chain Policy. This training includes a particular focus on ethical procurement to foster understanding of anti-corruption and bribery at each operation. For more information, see **Local Procurement** (page 43).

**Kinross participated in the World Gold Council's Responsible Gold Steering Committee, which developed the Conflict-Free Gold Standard in consultation with a wide range of stakeholders. Our Conflict Free Gold Reports are available on [kinross.com](http://kinross.com).**



**CORPORATE RESPONSIBILITY GOVERNANCE AND ORGANIZATIONAL STRUCTURE**

Our organizational structure integrates the governance and management of corporate responsibility at the highest levels of the Company, acknowledging the crucial importance it plays in maintaining our licence to operate.

Management responsibility resides:

- At the Board of Directors’ level, with the Corporate Responsibility and Technical Committee (CRTC). This committee oversees the development of policies relating to environment, health and safety, and social performance and implementation of programs to ensure compliance with applicable environmental laws and Kinross’ CR guidelines and policies; and
- At the Senior Leadership Team, with the Chief Operating Officer (COO).
- At the functional level with the Vice-President of Safety and Sustainability, who is responsible for execution of Kinross’ CR strategy and leads the Company’s health and safety, environment, and corporate responsibility teams.

- Regional Vice-Presidents are responsible for CR performance regionally and each General Manager is responsible for CR performance at the site level. Each operation has designated teams for environment, health and safety, and community relations. Performance in all areas of CR, including safety, social and environmental performance, is tied to short-term incentives for compensation.

The COO and the Vice-President, Safety and Sustainability meet quarterly with the CRTC of the Board to seek input, advice and counsel and to ensure that members are informed of developments in Kinross’ CR strategy, stakeholder matters and environmental, health and safety, and community performance, risks and opportunities.



**CORPORATE RESPONSIBILITY AND TECHNICAL COMMITTEE OF THE BOARD**

The Corporate Responsibility and Technical Committee (CRTC) is comprised of independent Directors who bring knowledge and experience in the areas that are germane to the work of the CRTC, including environmental, health and safety, corporate responsibility, project permitting, as well as exploration.

As specified in the CRTC Charter, the CRTC is responsible for assisting the Board of Directors in fulfilling its oversight responsibilities with respect to due diligence of the Company’s overall approach to corporate responsibility, including the development and implementation of related strategies, policies and management systems.

Specifically, the CRTC seeks to ensure that the Company consistently exhibits and promotes ethical, transparent and responsible behaviour, meaningfully engages key stakeholders and communities, and contributes, where possible, to the development and growth of healthy and sustainable communities wherever it operates.



Ian Atkinson      John Carrington\*      Catherine McLeod-Seltzer      Kelly Osborne      Una M. Power

\* John Carrington, who has been a Kinross Board member since 2005, has decided not to stand for re-election in 2016. Kinross’ Board of Directors and management team would like to thank Mr. Carrington for his many contributions and his distinguished directorship on the Board.

The CRTC met seven times in 2015 and, on each occasion, met ‘in camera’ and independent from management.

For additional information on the activities of the CRTC in 2015, see [Management Information Circular 2016 \(pages 78-79\)](#).

To read the CRTC Charter, visit [Kinross.com/about/governance](http://Kinross.com/about/governance).



## Putting People First – Health and Safety

There is nothing more important to Kinross, our employees and their families, than the health and safety of our workers.

### Inside this section:

[31 Workforce Health And Safety >](#)

[34 Safety Training >](#)



**WORKFORCE HEALTH AND SAFETY**

At Kinross, health and safety is our number one priority – among employees, partners, contractors and suppliers, and in the communities in which we operate.

No job is too important, no task too urgent that it can be done in an unsafe manner. As a Company, we must create a culture where we never, under any circumstances, compromise on safety. We meet that pledge through our health and safety policy and framework, regular and comprehensive training, and the targets and performance standards we have established. Our Chief Operating Officer is accountable for safety at the senior management level. Oversight and governance rests with the Corporate Responsibility and Technical Committee of the Board of Directors.

We achieved the best safety performance in Kinross’ history in both 2014 and 2015 with a record low Total

Reportable Injury Frequency Rate and zero fatalities in both years. All sites achieved their annual targets in 2015 and the Company has set more rigorous targets for 2016.

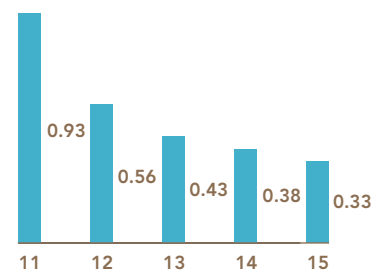
In 2014 and 2015, we reinforced our commitment and management of health and safety through a number of key measures:

- Rolled out “Cardinal Rules” for safety to set clear expectations regarding behaviours that could have potentially fatal consequences.
- Completed Health and Safety audits at all sites.
- Continued to advance key areas of our ongoing Critical Risks Program.

- Launched a hand injury prevention program across the Company.
- Participated in multi-industry Ebola Private Sector Mobilization Group to support Ebola prevention and contingency planning in Ghana and in Mauritania.

**FIVE-YEAR SAFETY PERFORMANCE TOTAL REPORTABLE INJURY FREQUENCY RATE**

(EMPLOYEES AND CONTRACTORS) (PER 200,000 HOURS WORKED)





## KINROSS 2015 CORPORATE RESPONSIBILITY REPORT

- Completed the Paracatu health studies, a comprehensive, independent risk assessment pertaining to risks associated with arsenic exposure in the Paracatu community and among our employees. Read [Safeguarding Community Health in Paracatu, pages 36-37](#).

In 2014 and 2015, Kinross' sites were recognized for exceptional safety performance:

- Round Mountain was recognized by the Nevada Mining Association as Nevada's Safest Large Surface Mine for 2013 and 2014.
- Kettle River-Buckhorn received the Sentinels of Safety Certificate of Achievement from the National Mining Association for being in the top five of the safest large U.S. mining operations in 2014.

- Chirano placed second overall in Ghana's National Safety Day Competition, achieving multiple awards in the areas of safety and first aid, safety audit and best mine for occupational injury statistics.
- Paracatu awarded Brazil's top safety rating for Health and Safety Management from the national safety agency.

## 7 CARDINAL RULES

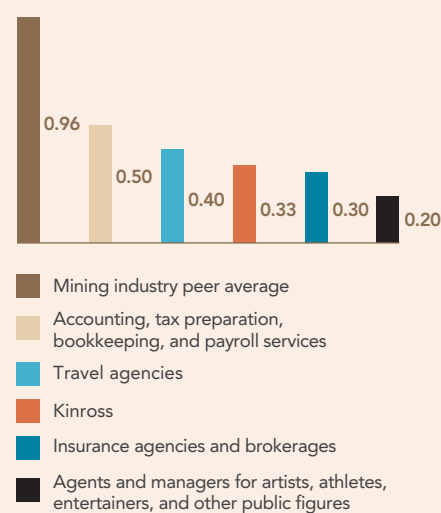
Cardinal Rules apply to behaviour that can lead to potentially fatal hazards and were developed based on an industry-wide assessment of serious injuries and fatalities over the past several years.

- 1 Seatbelts must be worn while in a moving vehicle.
- 2 Operators must be trained and authorized to use equipment.
- 3 Entry into a restricted area requires proper authorization.
- 4 Hazardous energy control requirements must be observed.
- 5 Proper fall protection must be used when working at heights or near an open hole.
- 6 Specialized work permit requirements must be observed.
- 7 Safety devices must never be removed, tampered with or bypassed.

## BENCHMARKING SAFETY PERFORMANCE

Benchmarking is an important part of understanding our safety performance. In addition to ongoing benchmarking of Kinross' safety performance relative to our mining industry peers, we also benchmark our Total Reportable Injury Frequency Rate (TRIFR) against other sectors of the broader economy. The results demonstrate that Kinross' Company-wide TRIFR is similar to businesses operating in low-risk non-industrial environments.

**BENCHMARKING TRIFR, 2014**



Sources: United States Department of Labor, Bureau of Labor Statistics (Incidence rates of non-fatal occupational injuries and illnesses by industry and case types, 2014). Kinross, 2014.



### CASE STUDY: BUILDING A SAFETY CULTURE AT ROUND MOUNTAIN

Located in the remote Big Smoky Valley of Nevada, Kinross' Round Mountain mine is a large open-pit mining operation operated by Kinross since 2003.


For the past two years, Round Mountain has been awarded the Nevada Mining Council's prestigious top prize as the Safest Large Surface Mine in Nevada. Recognition of Round Mountain's safety performance in a state with a rich mining tradition reflects the mine's commitment and success in embedding a strong safety culture through employee engagement.

Every Kinross site is responsible for ensuring that safety programs on the ground are effective and advance safety performance. While Kinross sets rigorous corporate safety management standards that must be met, exemplary safety performance requires an approach to safety that makes sense for the unique attributes of each site and workforce. For Round Mountain, building a "hands-on" safety culture is rooted in the belief

that every employee is accountable for working safely. Employees are openly encouraged to bring forward any safety concerns they may have, whether posed by hazards or unsafe working behaviours and conditions. At the heart of the program, every employee, no matter their position or experience, is empowered to stop working if something unsafe is revealed. Incentives are offered to employees who are vigilant and share their safety concerns so everyone learns and issues are addressed. Developing a strong safety culture at Round Mountain also relies on a rigorous training program that moves quickly from the classroom to in-field and on-the-job training so employees get first-hand experience to carry out and recognize safe procedures in "real"

situations. In 2014 and 2015, Round Mountain employees participated in an estimated minimum 25,000 hours of safety training annually.

Round Mountain's Emergency Response Team (ERT) also plays an integral role in the mine's safety and emergency preparedness program. The Round Mountain mine is isolated and situated more than 180 miles from the nearest hospital. The ERT is comprised of 28 employee volunteers who play a leading role in providing emergency services at the mine for mine-related issues as well as volunteer services as first responders to the community. The ERT has been recognized for their dedication and skill, placing highly in state-wide and national skills competitions.

[Watch the video](#) 

## SAFETY TRAINING

Training for our employees and contractors is a critical component of safety performance.

Mandatory safety training is conducted at all of our sites, including exploration and capital projects, based on Kinross' management standards and policies, and in line with local regulations. An estimated minimum 250,000 hours of safety training were delivered annually to employees and contractors at Kinross sites in 2014 and 2015.

### CRITICAL RISKS PROGRAM

An important part of understanding safety performance is benchmarking against our peers among senior gold producers. Our performance across key safety indicators of TRIFR, severity rate and lost-time accidents is consistently in the top quartile of our sector. Despite achieving our goal of zero fatalities for the third consecutive year, Kinross' Critical Risks Program targets three elements to address the underlying causes of fatalities experienced at Kinross over the past decade. We continued to advance the prevention program in 2014 and 2015. Key initiatives included:

#### Road Going Vehicle Standard:

Developed with implementation ongoing at all sites, including driver qualifications and in-vehicle monitoring;

#### Permit to Work Standard:

Strengthened safety at all sites through a new formal process to ensure all safeguards are in place before work can occur on hazardous activities such as work involving energy isolation, working at heights, hot work, and confined spaces;

#### Contractor Management Program:

Implemented Company-wide in collaboration with Kinross' supply chain team and aligned with Kinross' Standards of Conduct. Under the updated program, contractors/suppliers must pre-qualify to do work at Kinross' sites based on health and safety management and performance, worker qualifications, supervisor competence, and contractor equipment safety standards.

Rolled out in 2014 and 2015, Kinross' Contractor Health and Safety Toolkit was created to provide guidance to sites, including a checklist to advise contractors of Kinross' requirements and expectations

before tendering, and to manage contractors once on-site. The toolkit is customizable to meet specific site and regulatory requirements. Coaching for front-line personnel managing contractors is an important element of the fatality prevention program.

### USING LEADING INDICATORS TO IMPROVE PERFORMANCE

Kinross has established Company-wide metrics – leading indicators – to help us monitor adherence to our health and safety plans and to predict potentially unsafe situations and behaviours before they lead to an incident. These leading indicators help us proactively manage health and safety, such as performance against a site's plan for safety meetings, near-miss investigations, workplace inspections, task observations and training hours. In 2014 and 2015, leading indicators accounted for 50% of each site and region's Occupational Health and Safety Performance Metric, an important key performance indicator reported quarterly to the CRTC of the Board of Directors.

## OUR HANDS MATTER

For Kinross, the majority of our workplace injuries are to hands and fingers. To raise awareness and strengthen injury prevention, we launched a "Our Hands Matter" campaign across the Company. A video emphasizing the importance of protecting our hands on and off work was produced in all working languages and distributed across our workforce in late 2015.



## HEALTH AND WELLNESS

Kinross has developed a comprehensive set of standards and guidelines to assist our operations in minimizing potential occupational health risks.

We provide training, instructions, procedures and protective equipment to address such issues as hearing and respiratory protection, musculoskeletal disorders, thermal stress, industrial hygiene, ergonomics and occupational health. We regularly monitor our employees and contractors, as well as our workplace environment, for exposure to occupational health hazards.

In 2014 and 2015, there was one reported case of occupational disease per approximately 20 million hours worked among Kinross employees.

Each Kinross site is required to engage a qualified industrial hygienist and conducts regular risk assessments of potential health issues. When significant risks are identified, formal occupational health and industrial hygiene programs are developed and implemented.

We conduct regular testing of workplace air quality, supported by biological monitoring campaigns for workers with duties that potentially increase their risk of exposure to workplace contaminants. Our standard is to meet American Conference of Governmental Industrial Hygienists (ACGIH®) recommended exposure limits.

Kinross is fortunate that many of our mines operate in regions that are at low risk of endemic diseases. However, Brazil, Ghana and Mauritania have seen outbreaks of mosquito-borne illnesses.

In Ghana, malaria is the leading cause of death among women and pregnant women despite the fact that it is preventable and treatable.



The Chirano Malaria Control Program (CMCP) takes an integrated vector control management approach to malaria prevention and which led to an 84% reduction of overall malaria incidence rates (laboratory confirmed plus presumptively treated cases versus baseline) among our employees, their dependants, and on-site contractors since 2008 and a 46% reduction in reported cases of malaria in the nine beneficiary communities. By the end of 2015, Chirano had invested more than \$7.4 million in malaria control. The CMCP is among the gold industry programs featured in a World Gold Council video, Gold for Health-Ghana Spotlight, produced to support World Malaria Day. We are continuing to support a two-year third phase of the program through to the end of 2016.

During 2014 and 2015, Kinross was a signatory to the UN Global Compact's Business Action Pledge on Ebola Elimination. We also participated in the Ebola Private Sector Mobilization Group, a multi-industry coalition of over 50 companies. Kinross' primary focus was in Ebola prevention and contingency planning at our African sites. To support the prevention effort, Kinross contributed medical equipment to help local authorities at clinics. There were no reported cases of Ebola in Ghana or Mauritania.

We conduct basic testing for tuberculosis at our Chirano and Tasiast sites, which are located in regions where tuberculosis is endemic. At Chirano, free or affordable treatment for HIV-AIDS and tuberculosis is available through public health education programs offered by the Ghana Health Service.

## EMERGENCE OF MOSQUITO-BORNE ILLNESS IN BRAZIL

Over the past two years, mosquito-borne illnesses of dengue fever and zika virus have been on the rise in Brazil. With over 1,460 employees based in Brazil, and an outbreak of dengue fever among our workforce in 2015, our Paracatu operation has been focused on efforts to prevent the spread of mosquito-borne viruses in Paracatu and the surrounding communities. In collaboration with local and state medical officials, we have been participating in mosquito control and education campaigns with local authorities, as well as actively contributing to the critical elimination of breeding grounds at site and in the community. We have an extensive monitoring program in place to track the number of cases of dengue fever across our workforce.

With operations located on four continents, many of our employees travel internationally as part of their



*Paracatu is working with the local community to help eliminate mosquito-breeding grounds and to mitigate the risk of mosquito-borne illnesses.*

scope of work. To ensure that Kinross' employees are kept well-informed of potential health risks arising from travel to our operations, we continuously monitor the potential health risks in different parts of the world, drawing upon the expertise of the World Health Organization and the U.S. Center for

Disease Control. Travel advisories are in place for employees traveling to Brazil regarding the risks of exposure to dengue fever and the zika virus.

## SAFEGUARDING COMMUNITY HEALTH IN PARACATU

**Kinross has consistently operated within regulatory limits for both air and water quality at our Paracatu operation.**

The Company has been proactive in working with independent research groups to address concerns among some members of the local community about potential health risks associated with mining activity.

As mentioned in our 2011 and 2013 CR Reports, Kinross commissioned an independently led six-year research program, including a complete Human Health Risk Assessment, to investigate the potential for community or workforce health impacts related to naturally occurring arsenic present in the Paracatu ore body. The final results

were published in February 2016 and concluded that exposure to arsenic in Paracatu is low, the risk to human health is low, and the contribution from activities through dust and soil to arsenic exposure is lower than the exposure through ingestion of food and water. The study was co-ordinated by world-renowned researchers from the National Institute of Science and Technology on Mineral Resources, Water and Biodiversity at the Federal University of Minas Gerais in Brazil and the University of Queensland, Australia. Results from the study show that total

arsenic exposure from food, water, dust and soil in Paracatu is ten times lower than the benchmark dose for daily arsenic intake established by the World Health Organization and the Food and Agriculture Organization of the United Nations.

The results and conclusions of the completed study were presented to Kinross employees, contractors, the local community, media, and local and state authorities. The presentation summarizing the report is available at: [Saúde e meio ambiente seguros em Paracatu](#).

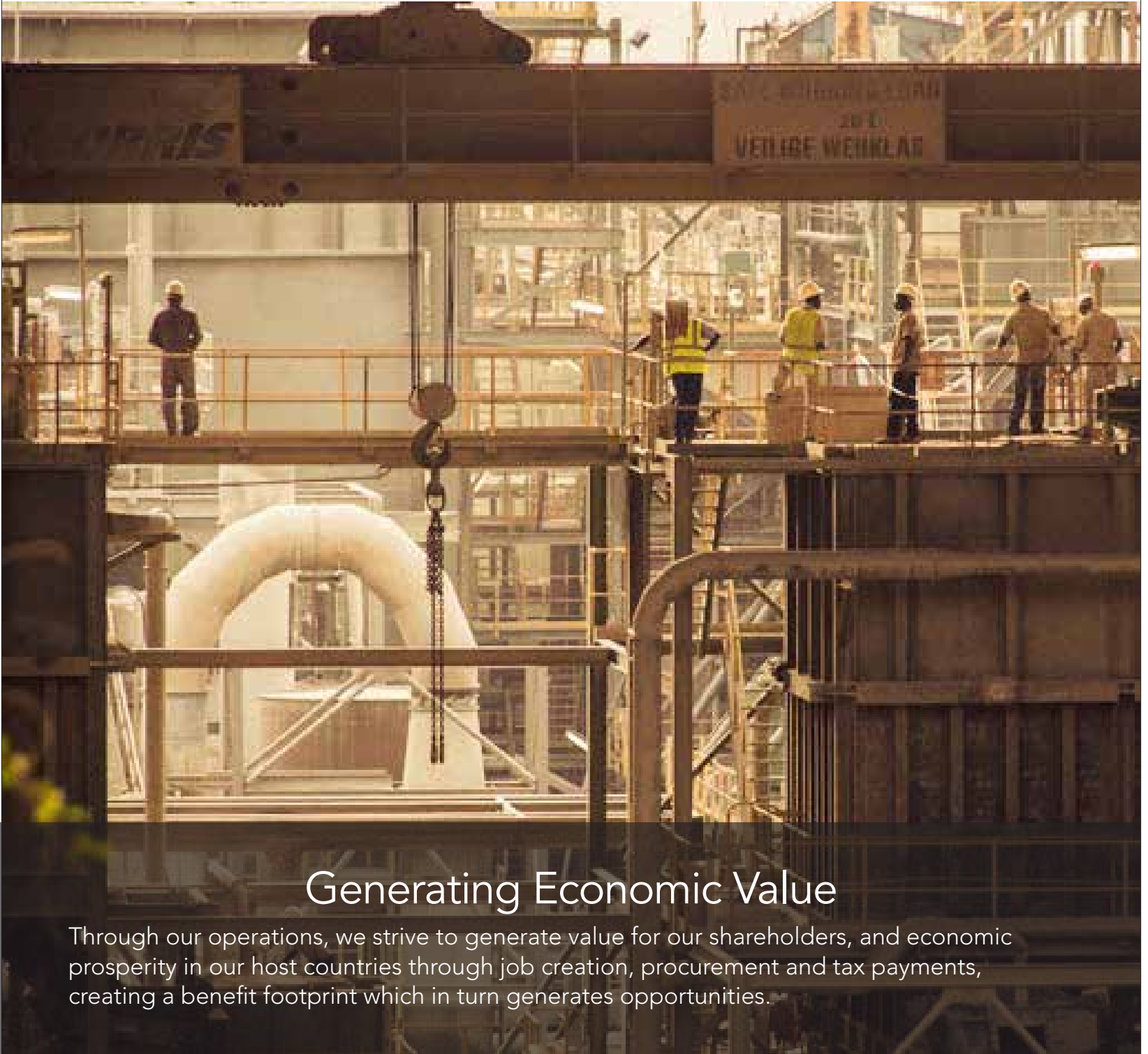
Separately, the municipality of Paracatu commissioned its own Health Risk Assessment, which included extensive biological sampling and analysis, and was conducted by a respected government scientific agency, Centro de Tecnologia Mineral Ministério da Ciência, Tecnologia e Inovação (CETEM). The municipality presented the results of this study in early 2014 at a public forum in Paracatu. Based on extensive epidemiological studies (analyses of urine, blood and hair samples) of approximately 800 residents, the study found low human exposure to arsenic in Paracatu. Exposure levels (based on urine samples) were below the average levels found in the United States and similar to other cities in São Paulo state with no history of arsenic exposure. Cancer rates in Paracatu are comparable to other cities in Brazil and CETEM researchers found no evidence

of arsenicosis, the skin lesions most commonly associated with chronic arsenic poisoning. Followup studies and monitoring were recommended, and Kinross will continue to work cooperatively with the Municipal Secretariat of Health and Environment and state authorities to provide all required environmental sampling data for their use in support of permanent, ongoing monitoring recommended by the study.

By law, Kinross is required to perform mandatory testing of employees in areas where there are considered to be occupational hazards. In addition to our regulatory and voluntary workplace air quality monitoring as part of our Industrial Hygiene program at Paracatu, Kinross also carries out additional monitoring for arsenic. The only workplace at Paracatu where monitoring

shows arsenic poses a potential hazard is the refinery, which employs less than 1% of the workforce, or six employees out of a total of 1,379. Kinross nevertheless voluntarily extended the testing program to more than 1,000 employees, of which an average of 700-900 provide urine samples twice a year. Results are communicated to employees during their periodic medical checkups, along with any other medical results. Testing results between 2010 and 2014 indicate all employees tested within safe levels for arsenic exposure, according to Brazilian occupational exposure guidelines. According to Brazilian regulation, workers who are exposed to arsenic are not considered to be at risk at levels of less than 50 µg/gC. Levels below 10 µg/gC are considered to have no exposure.





## Generating Economic Value

Through our operations, we strive to generate value for our shareholders, and economic prosperity in our host countries through job creation, procurement and tax payments, creating a benefit footprint which in turn generates opportunities.

### Inside this section:

- 39 Our Strategy For Value Distribution >
- 40 Measuring Our Benefit Footprint >
- 43 Local Procurement >
- 44 Tax Transparency >



### OUR STRATEGY FOR VALUE DISTRIBUTION

Our operations create economic wealth in our host countries through job creation, procurement and tax payments, which in turn helps to reduce poverty and sustain strong communities.

Our approach to generating economic value consists of two complementary strategies: first, by maximizing the value generated through our rigorous financial discipline and a high-performance operating culture; and second, through careful consideration of our recruitment, procurement, and community investment activities to ensure host countries and communities have opportunities to benefit from that value.

For four consecutive years, we have delivered on or exceeded our key targets. Despite the ongoing challenge

of volatile gold markets, we recorded strong operating results for 2014 and 2015 through a continued focus on improving performance and reducing costs and capital expenditures across Kinross. In some cases, this has meant workforce reductions at our sites and offices. In 2015, Kinross reduced corporate head count to achieve 20% in expected savings on overhead costs. It has also meant a reaffirmation of our first priorities of health and safety, environmental protection and community responsibility.

Despite these challenges, by understanding our benefit footprint and by engaging with stakeholders, we have been able to continue to generate local benefits despite the overall challenges in the industry.

For a detailed account of Kinross' 2014 and 2015 financial and operational performance, see our Annual Reports including audited financial statements on [Kinross.com/newsandinvestors](http://Kinross.com/newsandinvestors).





### MEASURING OUR BENEFIT FOOTPRINT

The benefit footprint is our metric for tracking the distribution of our direct economic impact. The amount is significant: in 2014 and 2015, we spent approximately \$2.5 billion and \$2.3 billion in host countries respectively, representing 73% of the total revenue we generated from metal sales over a two-year period.

The 2015 Distribution of Economic Value table shows how spending was distributed between governments, employees, and suppliers in each of our countries of operation. In 2014 and 2015, we spent approximately \$2.5 billion and \$2.3 billion respectively in host countries, representing 73% of the total revenue we generated from metals sales over the two-year period. In the Distribution of Economic Value table, the value retained column shows returns to the Company; negative totals in this column indicate areas where operating and capitalized spending exceeded revenue. In aggregate, the Company made net investments in our operations in 2015. In 2015, the Company also made payments of \$91.5 million to providers of capital.

In addition to tracking in-country spending, we also track spending at the local, regional, national and international

levels. In this case, “local” applies for suppliers registered as businesses within the appropriate “local” administrative unit (this varies by site but generally corresponds to municipality, county, or district), as “regional” within the sub-national administrative unit (generally corresponding to state or provincial level), and as “outside region” for all other spending within the host country.

The 2015 Benefit Footprint graph shows the breakdown of spending by operations at the sub-national levels for 2015, compared with revenue from metal sales. In aggregate operations, spending at the local level amounted to 29% of revenue, 13% at the regional level, and 32% elsewhere within host countries. About 13% of operations spending was outside host countries leaving 13% available for corporate and other needs.

Understanding our benefit footprint helps inform our strategies for community engagement, community investment, local procurement, and recruitment. We are also working to measure the social impact of the benefit footprint. For example, a socio-economic survey undertaken at Fort Knox shows the positive contribution to direct, indirect and induced employment in the area arising from the Fort Knox operation. And a review of our community investments and partnerships at Chirano and Tasiast have achieved measurable impacts through improved access to medical care and tangible results in the reduction of infant mortality and improvements in maternal health. See [Case Study: Advancing Community Health Through Project C.U.R.E. \(page 97\)](#).

2015 DISTRIBUTION OF ECONOMIC VALUE<sup>1</sup>

(\$ MILLIONS)

2015	Revenue	Payments to Governments				Total to Gov't	In-Country Suppliers <sup>2</sup>	In-Country Wages <sup>3</sup>	Community <sup>5</sup>	Out-of-Country Suppliers	Economic Value Retained
		Royalties & Fees	Income & Corporate Tax	Duties, Other							
Brazil	559.8	44.4	1.8	8.4	54.6	288.1	53.6	0.8	70.8	91.9	
Chile	249.1	0.0	(26.1)	6.7	(19.4)	241.8	50.0	0.9	2.1	(26.3)	
Ghana	302.3	17.3	19.8	0.0	37.1	140.8	42.9	1.7	63.6	16.2	
Mauritania	249.4	8.2	0.0	27.8	36.0	143.6	60.2	1.9	150.5	(142.8)	
Russia	883.2	54.1	122.9	13.4	190.4	191.3	74.5	0.6	29.4	397.0	
USA	808.4	3.0	18.4	14.1	35.5	461.6	162.7	0.9	8.6	139.1	
Corporate	0.0	0.0	0.6	0.0	0.6	56.5	163.6 <sup>4</sup>	0.8	72.1	(293.6)	
<b>Total</b>	<b>3,052.2</b>	<b>127.0</b>	<b>137.4</b>	<b>70.4</b>	<b>334.8</b>	<b>1,523.7</b>	<b>607.5</b>	<b>7.6</b>	<b>397.1</b>	<b>181.5</b>	

1 In 2015, Kinross reported an adjusted net loss from continuing operations of \$91.0 million on revenue of \$3,052.2 million. Operating costs were \$2,095.6 million and no dividends were paid during the year. Interest paid was \$91.5 million, of which \$1.3 million was paid by CMGC (Russia) and the remaining balance was paid by Corporate (Toronto). The distribution of economic value shown above also includes capitalized expenditures of \$567.3 million. For a complete account of Kinross' 2015 financial performance, see our [2015 Financial Statements](#) in the [2015 Annual Report](#).

2 Suppliers registered as tax-paying businesses in the host country are considered to be in-country suppliers.

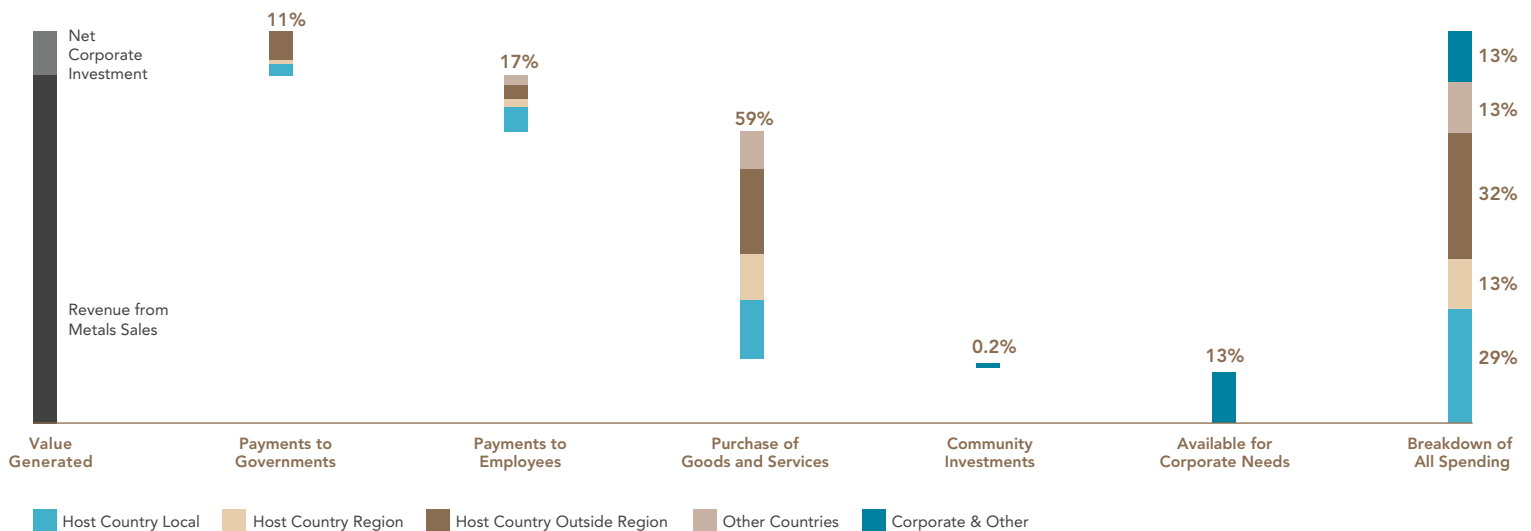
3 In-country wages reported by country include payments made to nationals and exclude wages paid to expatriate employees.

4 Corporate wages shown here include all wages paid at Toronto, Denver and La Palmas as well as \$77.6 million of expatriate wages.

5 Community investments include donations and investments in non-core infrastructure, and exclude in-kind contributions.

2015 KINROSS BENEFIT FOOTPRINT

OPERATING AND CAPITAL SPENDING





**ASSESSING THE IMPORTANCE OF OUR BENEFIT FOOTPRINT**

Although there is broad recognition that the economic contributions from mining have positive impacts on the well-being of host communities, for many operations, long-term community level data are not available to allow quantitative measurement of those improvements in well-being. Fortunately, in 2014, Brazil published municipal-level Human Development Index (HDI) data for the period 1990 to 2010 for cities and states throughout Brazil, including

Paracatu (2010 pop. 80,000) where our mine has been in operation since 1987. We have taken advantage of these third-party institutional data to evaluate the intangible social contributions from our benefit footprint.

The data show that since 1990, Paracatu has advanced more rapidly than the country of Brazil itself, and more rapidly than the state of Minas Gerais, where it is located.

As a result of this improvement, the city of Paracatu now ranks above national- and state-wide averages in a number of key social indicators.

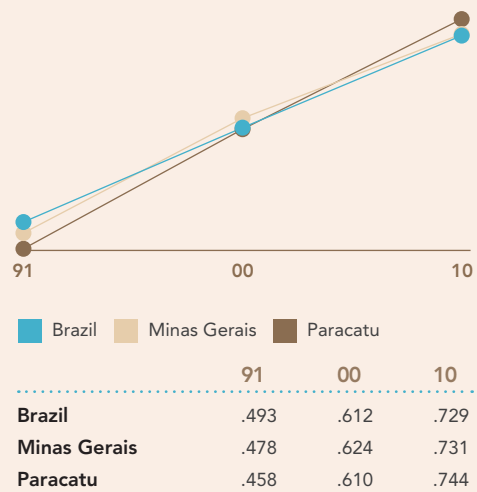
While there are multiple contributors to the economic health of Paracatu, such as agribusiness and education, we believe these data provide a clear indication of the contribution to community development from the wages and benefits, local procurement, and payments to governments generated by our mine.

**2010 DATA**

	Paracatu	Brazil	Minas Gerais
Infant mortality	13.5	16.7	15.08
Under 5 mortality	15.7	18.8	17.3
Life expectancy at birth	76.22	73.94	75.3
Households with water (%)	95.16	92.72	94.44
Households with sanitation (%)	95.04	87.16	94.91
Households with garbage collection (%)	99.12	97.02	97.85
Households with electricity (%)	99.58	98.58	99.35
Households with adequate walls (%)	99.54	96.58	99.03
Gini <sup>1</sup>	0.51	0.60	0.56
Population – poor (%)	9.34	15.2	10.97
Population – extremely poor (%)	2.37	6.62	3.49
Children – poor (%)	15.82	26.01	20.48
Children – extremely poor (%)	3.94	11.47	6.35

<sup>1</sup> Gini: See Glossary

**COMPOSITE HUMAN DEVELOPMENT INDEX**





**LOCAL PROCUREMENT**

Host country procurement is a critical key performance indicator for Kinross. In-country procurement spend, including in-country procurement at the corporate level, was 77% of total procurement in 2014 and 79% in 2015, in line with our corporate target of between 75% to 80% of total procurement spend.

Our local business program is focused on areas where local suppliers have the capacity to effectively compete and win business from Kinross while meeting the Company’s standards for due diligence, quality, health, environment and safety. To facilitate local procurement, each site identifies the specific types of suppliers that are the focus of the local business program, depending on the context of each site, project and region. In some cases, in addition to “local” geographies (i.e., geographic area), the program may extend to regional and national geographies. Sites identify suppliers that are eligible for the local business program, identify goods and services that are preferentially purchased locally (i.e., a “buy local first” list), and develop procedures to review all solicitation requests to determine whether they fit within the scope of the local business program.

Each local procurement program is managed by the supply chain representative responsible for

implementation and is administered by a cross-functional committee comprised of representatives from community relations, human resources, operations and maintenance, health and safety, communications, legal, regional leads for local business programs, and other Kinross stakeholders.

To advance our local procurement program, we have a pre-qualification

program which aims to put standards in place for smaller, and local and regional suppliers to Kinross. The program helps our site supply chain team evaluate suppliers based on their record of safety, workplace standards, capability, (i.e., worker qualifications/certifications), as well as their history with Kinross. The pre-qualification program was piloted in 2014 and rolled out across Kinross’ operations in 2015.

2015 LOCAL PROCUREMENT <sup>1</sup>			
	Local <sup>2</sup>	Total In-Country <sup>3</sup>	Imported
Brazil	11%	80%	20%
Chile	68%	99%	1%
Ghana	3%	69%	31%
Mauritania	0% <sup>4</sup>	49%	51%
Russia	22%	87%	13%
United States	44%	98%	2%
Kinross	24%	79%	21%

1 Procurement includes total spending on goods and services including capital expenditures.

2 “Local” is defined as the applicable “local” administrative unit (this varies by site but generally corresponds to municipality, county, or district) associated with the mine’s area of influence.

3 “In-country” spending includes payments to commercial enterprises if the commercial enterprise is registered in the country for tax purposes.

4 In Mauritania, Kinross’ local procurement program encompasses all suppliers domiciled in the country.

## TAX TRANSPARENCY

Kinross has mines and corporate offices in eight countries and, accordingly, is subject to various taxes, as determined under the tax laws of the countries in which we operate.

Corporate tax obligations are the joint responsibility of the Kinross corporate office and the local Kinross subsidiary and are managed within Organisation for Economic Development and Co-operation (OECD) Guidelines and all relevant tax codes and mining conventions. Changes to these guidelines and tax laws are constantly monitored by Kinross and actions taken as necessary to ensure continued compliance. The new Country-by-Country tax reporting requirements, based on the OECD final reports and as enacted locally or within the European Union, will be fulfilled by Kinross by the end of 2017. Tax matters are overseen at the Board of Directors level by Kinross' Audit and Risk Committee as outlined in the Committee's Charter.

Some of our operating properties are held indirectly through subsidiaries organized under the laws of and domiciled in countries other than Canada or the jurisdiction in which our operations are located. All of these countries are included in the OECD "white list" (May 2012) of countries that are implementing the internationally agreed tax standard endorsed by G20 Finance Ministers at their Berlin Meeting in 2004 and by the UN Committee of Experts on International Cooperation in Tax Matters at its October 2008 Meeting.

Corporate transactions with and through these subsidiaries are fully disclosed to all relevant tax authorities. According to accepted international practice, all transfers of goods and services between

companies within the Company are conducted on an arm's-length basis. The transfer pricing of such transactions between our companies is documented as and in compliance with all current legislation and is based on fair market terms and reflects the commercial nature of the transactions.

Kinross is a member of the Extractive Industries Transparency Initiative (EITI).



## Engaging Our Workforce

Putting People First means not only creating an operating environment where we never compromise on health and safety, it also means providing a rewarding and meaningful livelihood to the approximately 9,100 men and women worldwide who make up our Company.

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- 55 Compensation and Benefits >
- 57 Retrenchment >
- 59 Labour Rights >



**OUR HUMAN RESOURCES STRATEGY**

Our people – their talents, skills, motivation and leadership qualities– are critical to our future growth and success.

We are respectful of the values, traditions and cultural realities of our diverse workforce, while also staying true to global values and standards of social engagement and performance that, we believe, must define all Kinross operations worldwide.

In 2015, we developed and launched a new Human Resources Strategy to better align with Kinross’ business strategy and market realities. Building on the foundation of our Four Core Values, our Human Resources vision is: to build an agile organization, enable operational effectiveness, and develop tomorrow’s leaders. Our goal is to create a culture of highly engaged employees to effectively execute the Kinross strategy and drive our business forward. Under the new strategy, our approach focuses on six primary levers of organizational design, organizational effectiveness, leadership strategy and

leadership development, integrated talent management, and culture and engagement.

We remain committed to be “an employer of choice” among responsible global mining companies through best practices in all aspects of the employee life cycle, including:

- Best-in-class health and safety management systems and programs;
- Integrated talent management;
- Leadership strategy and employee development;
- Workforce diversity and local hiring;
- Competitive compensation and benefits;
- Labour rights consistent with our UNGC commitments;
- Retrenchment consistent with the International Finance Corporation (IFC) Guidelines.

**Human Resource Strategy**



**KINROSS 2015 CORPORATE RESPONSIBILITY REPORT**

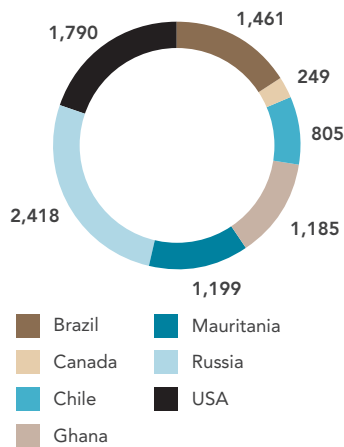
Responsibility for Kinross’ human resources strategy and performance resides with the Senior Vice-President, Human Resources, a member of Kinross’ Senior Leadership Team. We follow a decentralized approach to human resources to ensure that we meet the unique needs of each region. At the regional level, Kinross’ human resources directors are responsible for regional strategy, including labour relations, to ensure that human resources are managed alongside business decisions. Human resources and compensation matters are reported quarterly to the Board of Directors Human Resources and Compensation Committee.

Over the past two years, and alongside the development of a new HR strategy, we have worked to advance our human resources programs, through a number of key initiatives:

- Strengthened our succession planning program with an emphasis on critical roles;
- Streamlined and integrated Kinross’ approach to Talent Management and Performance including the introduction of 360° assessment into our Integrated Performance Management program;
- Implemented a new Learning Management System in the Americas and West Africa regions to enhance our training delivery and tracking functions;
- Launched a Supervisory Leadership Program to develop strong leadership skills among front-line supervisors. The program was piloted in our Americas region and implemented at Tasiast in our West African region in 2015;
- Developed a Kinross guide to Mine Closure Best Practices for Human Resources, drawing upon experience at Kettle River-Buckhorn, outlining corporate learnings and expectations regarding site closure;
- Established a cross-functional corporate working group to advance diversity across Kinross;
- Introduced a new recruitment system enabling one-stop shopping for managers.

**WORKFORCE METRICS**

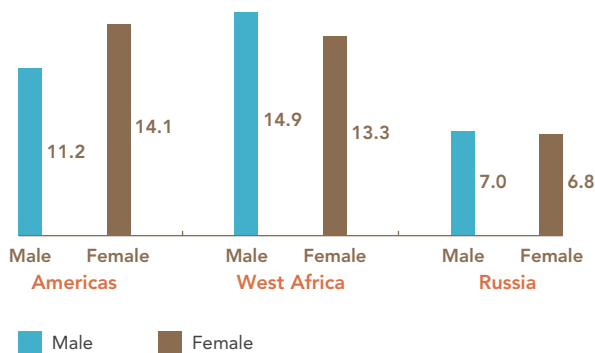
**2015 TOTAL EMPLOYEES BY COUNTRY**



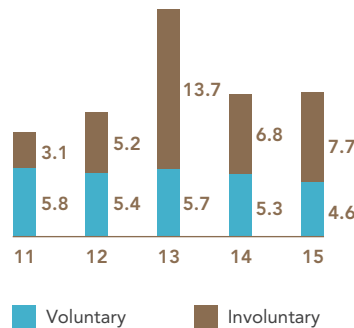
**2015 TOTAL WORKFORCE BY EMPLOYMENT TYPE**

	Americas	Russia	West Africa
Director	100	27	31
Operator / Skilled Trade	2,958	1,389	1,608
Staff	1,070	590	622
Temporary	128	405	118
VP & Above	49	7	5
<b>TOTAL</b>	<b>4,305</b>	<b>2,418</b>	<b>2,384</b>

**2015 EMPLOYEE TURNOVER RATE (BY GENDER AND REGION) (%)**



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







**AN INTEGRATED APPROACH TO TALENT MANAGEMENT**

Integrated talent management is a cornerstone of Kinross’ new human resources strategy.

We want to invest in our employees to help them become the best that they can be, for Kinross and for themselves. Under the new model, Integrated Talent Management focuses on:

- managing people over process;
- strengthening engagement and performance through coaching;
- supporting an agile business – a dynamic process that is fluid and continuous;
- embedding more comprehensive feedback mechanisms, including a 360° performance appraisal process at certain levels of the organization.

While corporate guidelines and expectations for integrated talent management need to be met, employees and managers in each region will draw from a suite of tools developed

corporately and customized locally to support the process and culture that makes the most sense for them. Training to support Integrated Talent Management is being rolled out across Kinross in 2016.

**Performance and Talent Management Strategy**



We will clearly **define** expectations for employees.

We will **coach** employees to be successful.

We will appropriately **reward** employees through recognition, new development opportunities, and competitive compensation.



**GLOBAL TALENT MANAGEMENT SYSTEM**

Our global talent management program is supported by an online platform that allows employees to provide information on their background, interests and mobility, while giving managers a tool to review and assess employees in terms of performance, leadership potential and succession readiness.

Regular reviews are conducted to align employee interests and readiness to specific needs such as vacancies and special assignments. Global Talent Champions, senior leaders who have a global view and responsibility for

business functions, review the findings semi-annually, and work with line management in the engagement and development of employees. Through this program we are increasing the placement of internal employees and

the retention of employees who have been identified as successors for critical roles. In 2014, 14% of open critical roles positions were filled with internal candidates and, in 2015, 25% of all critical role open positions were filled internally.

**Integrated Talent Management Tools**





## EMPLOYEE TRAINING AND DEVELOPMENT

We provide a wide range of training, skills and career development opportunities that promote safety, professional competency and personal growth. Employees are offered a broad range of training including leadership training, technical training, as well as language and cultural training, at both the corporate and site levels.

All of our global operations provide training and development programs. In addition to the mandatory environmental and health and safety training conducted at all Kinross sites, salaried and hourly employees are offered a broad range of training and development opportunities to support mining, mineral processing and maintenance operations. All sites have full-time internal trainers. Our regions offer unique training programs to address specific workplace needs, such as the Value Innovation training in Russia and Coaching in the Americas.

Kinross also provides short-term assignment programs ranging from five weeks to five months, whereby employees working at one site/region

travel to and work at different sites/regions for the purpose of cross-training and development, and sharing best practices.

Tuition reimbursement policies for employees seeking to finish or achieve additional formal education are offered at some Kinross sites. In partnership with external providers, and with leadership approval, employees can take single online courses, or take several online courses to complete certificate programs in areas such as language or skills training.

A number of key programs were in place in 2014 and 2015 to support employee training and development:

- We have created local skills development programs and, where feasible, we have partnerships with technical institutions to train local people. For example, at Paracatu, we partnered with Pronatec (a government initiative) and Senai (a training provider) to provide over 5,000 hours of training specifically for maintenance technicians.
- We continued our work with educational institutions to identify training and educational initiatives that are of mutual benefit to communities where we operate and to Kinross, as well as providing strategic support for post-secondary research.

- Our global talent management program facilitates regular reviews to align employee interests and readiness to specific business needs such as moves into key vacancies and special assignments, which also serve as excellent learning experiences.
- We evolved our approach to integrated talent management. Launched in 2016, the focus will be on managers to provide ongoing feedback and coaching to help employees grow and develop in their current roles.
- Designed and rolled out a 360° assessment process as part of integrated talent management, to help applicable employees and Kinross' leaders adjust behaviours and develop the skills to enable them to excel at their jobs.

## DEVELOPING OUR EMPLOYEE "LEADERS"

Our leadership strategy and leadership development programs are critically important to equipping Kinross' employees to manage effectively.

We consider all employees to be "leaders at their own level", based on our five identified levels of leadership, and development is tailored to each level of leader. Our goal is to ensure that Kinross has capable and engaging front line managers, supervisors and exemplary senior leaders across the Company to execute business strategy, drive performance, foster employee engagement and retain valued talent.

In 2015, we refreshed our Leadership philosophy ready for a launch in 2016. Leadership – The Kinross Way defines what is expected of all leaders at Kinross and is directly linked to our four core values. It forms the basis by which we will assess, develop and invest in our people and helps guide our talent decisions. It articulates the behaviours important to us and that drive the Kinross culture.

Assessment and development play a critical role in our leadership development program to identify individual and organizational strengths and gaps. In 2015, we designed and rolled out our new 360° Assessment Tool to support newly defined leadership capabilities and a more rigorous assessment framework. This approach enables us to create and direct

development programs for Kinross' leaders that best invests development dollars where they meet relevant need. By targeting development where natural strengths and gaps exist, we are better positioned to grow and equip Kinross' leaders who will work together to advance our business.

Our framework is based on a 70/20/10 development model:

- **70%: Hands-On Experience** such as Generation Gold for accelerated growth and development, short- and

long-term development assignments, special projects including interim leadership assignments, and individual development plans;

- **20%: Coaching, Mentoring and Networking** including executive coaching, formal and informal coaching and internal mentoring, as well as networking opportunities within Kinross and externally;
- **10% Training** through courses, such as online learning programs and instructor lead programs delivered at the site and regions.



## WORKPLACE DIVERSITY AND LOCAL HIRING

Our employees represent diverse values, traditions and cultural realities. Respecting diversity, while also encouraging common values on engagement and performance, is critical to our success as a Company. We strive to create an inclusive culture where diversity is valued and respected.

In 2014, we established a cross-functional working group to review Kinross' policies in the area of diversity and inclusion. In 2015, we approved the Kinross Way for Diversity and Inclusion articulating Kinross' guiding principles for diversity and inclusion and expectations across the Company.

Our commitment to diversity and inclusion is woven through various other policies and initiatives including:

- Kinross' Code of Business Conduct and Ethics;
- The Board of Directors, Board Diversity Policy;
- The Kinross Way of Talent Resourcing, our global recruitment policy which reinforces Kinross' role as an equal opportunity employer and commitment to fair employment;
- Ten Guiding Principles for Corporate Responsibility;
- Kinross' Living Our Values Awards (LOVA), one way that we celebrate diversity in thought, behaviour and problem-solving among our employees globally;
- Kinross' Diversity and Inclusion Committee, sponsored by the highest levels of the organization, including the Senior Leadership Team and the Board of Directors;
- Supplier Standards of Conduct.



*Kinross' Vice-President, Finance, Andrea Freeborough was named one of the top 100 Global Inspirational Women in Mining for her contributions to the mining industry and the mentorship of young females. The 2016 rankings by Women in Mining, UK, a non-profit organization that promotes the development of women in the natural resources sector, were announced at the London Mines and Money conference in December 2015.*



*One way we celebrate our diversity is through the Kinross Living Our Values Awards (LOVA), which allow employees across our global operations to nominate colleagues for their achievements and commitment to our four values: Putting People First, Outstanding Corporate Citizenship, High Performance Culture, and Rigorous Financial Discipline. Since its inception in 2008, over 12,700 employees have been nominated by their peers and more than 70 employees, from all regions in which we operate, have been honoured. Shown above, Kinross' 2015 LOVA recipients. To learn more, visit [kinrossworld.kinross.com](http://kinrossworld.kinross.com)*

Overall participation of women in our workforce is lower, around 11%. Inclusion of women in management positions is somewhat higher (17% of management positions overall, 14% of top management positions, and, in 2016, 20% at the Senior Leadership Team). There are several barriers that limit the participation of women in the mining workforce, for example:

- Cultural and legal barriers (e.g., women not allowed to work underground in some countries);

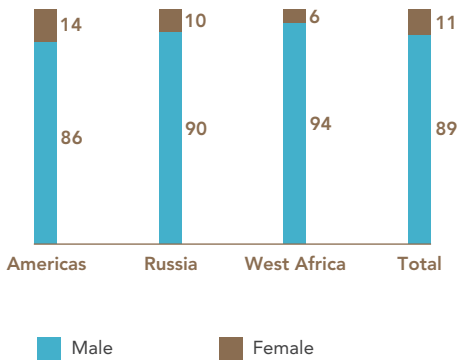
- Fewer women who have been going into the Science, Technical, Engineering and Mathematics (STEM) fields;
- Self-exclusion – it often does not occur to women that they could do operator / skilled trades jobs – they often will not even apply.

As we developed the Kinross Way for Diversity and Inclusion, we also identified several areas to enhance gender diversity. At the corporate level, our focus is on strengthening diversity through recruitment and retention of

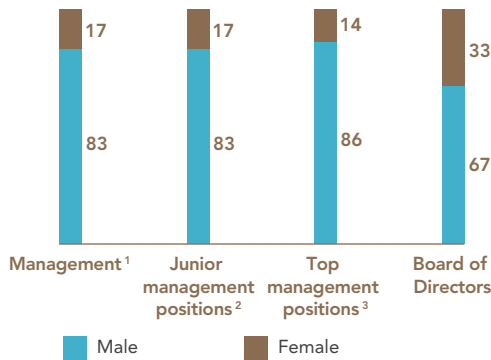
management candidates. At the site level, senior operations leaders are working to improve the engagement and retention of women in technical roles. Regional Vice-Presidents, with the support of our cross-functional Diversity and Inclusion Committee, are accountable for advancing gender diversity across our operations.

Progress is tracked and reviewed by the Diversity and Inclusion Committee. In 2015, Kinross hired 1,075 people across all three regions, representing 15% women and 85% men.

**2015 GENDER DIVERSITY BY REGION**  
(%)



**2015 GENDER DIVERSITY BY EMPLOYMENT TYPE**  
(%)

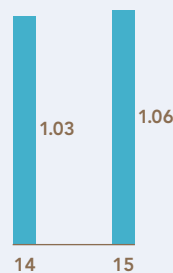


1 Junior and top positions (% of total management workforce).  
 2 First line management (as a % of total junior Management positions).  
 3 Maximum two levels form the CEO or comparable position (as a % of total top management positions).

**EQUAL REMUNERATION**

Kinross believes in equal pay for equal responsibility and pays women and men the same amount for comparable roles. Our analysis, using a job level compa-ratio comparing salaries within each market where we have operations, shows that men and women are compensated comparatively and competitively in the local market. In 2014 and 2015, our compa-ratio for men and women confirm that men and women working in jobs at Kinross are compensated equally.

**KINROSS COMPA-RATIO FOR MEN AND WOMEN**



Compa-ratio is the ratio between an employees salary compared to the average salary for the company for the role in that group and level.

**2015 TOTAL WORKFORCE BY GENDER AND REGION**

Region	Female	Male
Americas	603	3,702
Russia	251	2,167
West Africa	133	2,251
<b>TOTAL</b>	<b>987</b>	<b>8,120</b>

**LOCAL HIRING**

Creating meaningful livelihoods for our employees is one of the most powerful positive social impacts of our business, especially when we are able to create new opportunities for women, youth, and residents of remote areas with limited alternatives. While our goal is to hire the best employee for the job, local employment is an important objective, and the majority of our operations have established practices that encourage and promote the hiring of qualified local candidates. At the end of 2014, approximately 80% of our senior managers (two levels from the Chief Executive Officer) and 98% of our employees were local hires from the host community, region, state, province or country. In 2015, 83.2% of managers and 97.4% of our workforce were hires from within the host country.

**2015 LOCAL EMPLOYEE HIRING BY COUNTRY**

**Percentage of employees that are nationals from the country of operations:**

	<b>Workforce</b>	<b>Management</b>
Brazil	99.5%	93.0%
Chile	99.0%	96.3%
Ghana	98.1%	80.5%
Mauritania	88.2%	45.3%
Russia	98.1%	87.1%
USA	99.9%	97.1%
<b>TOTAL</b>	<b>97.4%</b>	<b>83.2%</b>

**NON-DISCRIMINATION**

Kinross is an equal opportunity employer and, as clearly established in our Code and demonstrated in practice, does not tolerate any discrimination on the basis of race, colour, religion, sex, national origin, age, sexual orientation or disability, or according to any other applicable laws and regulations in the jurisdictions where we operate. Kinross

is committed to fair employment, including equal treatment in hiring, promotion, training, compensation, termination and corrective action. Kinross received a total of eight employee grievances related to discrimination in 2014 and 2015. Seven of these grievances were resolved internally, and one claim filed with a regulatory agency has been resolved.





### COMPENSATION AND BENEFITS

Kinross' compensation programs are designed to meet five basic principles:

- Pay for performance
- Competitiveness
- Consistency and fairness
- Opportunity
- Transparency and clarity

In 2014, Kinross provided total wages and benefits of \$685.9 million. Due to the changes in foreign exchange, as well as cost-cutting efforts to reduce corporate costs, total wages and benefits decreased over the prior year to \$607.5 million in 2015.

In each region, our aim is to achieve alignment with local market practices balanced with the need to manage operating costs. We regularly review local market compensation data to ensure we provide a total package that remains fair, competitive and well positioned to attract

and retain the best talent, targeting total compensation approaching the 75th percentile. In all countries, we evaluate compensation levels to ensure that they are at least equal to or above the minimum living wage.

The majority of our employees receive some form of performance-based awards. For employees in management, technical, professional and administrative roles (representing approximately 20% of Kinross' global workforce), total compensation is linked to performance. An individual's personal performance has a material impact on their compensation rewards, which also factor in site and Company performance. For our operators and skilled trades employees, the achievement of site performance measures is generally the key driver of performance-related awards.

The package offered to our employees globally usually includes access to extended health coverage, life insurance, disability insurance and other benefits aimed at protecting and enhancing employee health and well-being. We also offer an employee share purchase plan where it makes sense in the local market. In 2014 and 2015, this plan was available to Canadian- and U.S.-based employees, employees in Ghana and expatriate employees working globally. These employees can contribute up to 10% of their wages, with the Company matching up to 50% of each employee's contribution.

The Company also administers retirement and/or savings plans in line with local market practice in the countries where we operate. Kinross does not currently have any active defined benefit plans in place.

### REACHING OUT ON EXECUTIVE COMPENSATION

In 2014-2015, we engaged with a number of our largest shareholders and those who had voted against either our "Say on Pay" or our Directors, as well as the two primary proxy advisory firms to better understand their positions on matters pertaining to Kinross' executive compensation and

governance. The initiative was positively received and feedback helped reinforce issues that had been under consideration by either the Human Resources and Compensation Committee or the Board, and also led to some additional changes being implemented and/or considered.

At the Company's Annual Meeting on May 11, 2016, 88.76% of Kinross' shareholders approved the "Say on Pay" advisory on executive compensation. For detailed information on the findings and Kinross' response, see the [Management Information Circular 2016 Proxy \(page 29\)](#).





### INTEGRATING BALD MOUNTAIN EMPLOYEES

Kinross announced the acquisition of Bald Mountain Mine in Nevada on November 12th, 2015.

Prior to the closing of the transaction, Kinross had to take the necessary steps to ensure the complete integration of all employees. Our corporate Human Resources group mobilized quickly to develop and launch an integration strategy that would ensure continuity for Bald Mountain employees, facilitate a smooth transition to Kinross' Total Rewards Program and retain a skilled and engaged workforce at that site.

Openness and face-to-face communication were the hallmarks of our intensive 60-day integration program. At the outset, channels for two-way communication, including a

toll-free hotline and an email address, were established for Bald Mountain employees and their families to ask questions about how the change in mine ownership would affect them. Information packages outlining Kinross' Total Rewards program were mailed directly to 441 employees' homes to ensure that they, and their spouses and partners, had the information needed to make informed decisions about their benefits and retirement planning. Early in January, our HR team travelled to the mine site, meeting face-to-face with the people working on every shift and

returning 24 hours later to follow up. Our Human Resources group hosted multiple information and drop-in sessions for employees and their families living in the three Nevada towns of Elko, Ely and Eureka, in the Bald Mountain mine catchment area.

At the end of the consultation process, every Bald Mountain employee had signed back their offers of employment within one week of the closing date, confirming the program's success. The Bald Mountain integration program and lessons learned will serve as a useful model for Kinross going forward.

**"I have learned more about my benefits in the last few months than I did in my past 10 years in mining. You guys (Kinross Human Resources) are 'hands-on' and have been very helpful and knowledgeable throughout the change."  
Edward Regalado, Equipment Operator, Mine Operations, Bald Mountain**

## RETRENCHMENT

Over the past several years, Kinross, like our peers in the industry, has been operating against a backdrop of challenging market conditions.

In 2014 and 2015, we faced a number of workforce reductions at our offices and operations in North America, South America, Ghana and Mauritania, including an expected saving of 20% in corporate overhead costs arising from a reduction in headcount in Toronto and Denver, and a reduction in the size of the workforce at Tasiast.

To manage these workforce reductions, Kinross has adopted an approach to retrenchment based on the International Finance Corporation (IFC) guidelines and, wherever possible, has strived to go beyond them. In

all cases, our retrenchment is carried out in accordance with the laws in the countries where we operate and, in most cases, we strive to go beyond them. We endeavour to redeploy affected employees to other sites to limit the number of employees affected. Employees are assisted through the transition with access to outplacement services, job hunting skills, and extended health benefits.

Drawing upon lessons learned during workforce reductions at Tasiast in 2013, we worked in consultation with the unions to manage workforce reductions

transparently, resulting in a smooth transition and zero disruption to our operations. At our Toronto office, we offered employees the opportunity to volunteer for part-time employment and to take retirement prior to the Company deciding on the terminations. This early consultation enabled some employees to reduce workload to part-time, better meeting their personal/family needs and reducing the overall number of jobs lost from the cost reductions.



## MINE CLOSURE BEST PRACTICES FOR HUMAN RESOURCES

Mine closure has a profound effect on employees, their families and the local community.

While the technical aspects of environmental compliance and severance pay associated with mine closure are typically very highly regulated, the procedural and management aspects are not. In that context, based upon our experience with suspension at La Coipa and closure at Fruta del Norte in 2013, and with the planned closure of our Kettle River-Buckhorn operation in late 2016, we have developed guidance for our human resources professionals, which we have called Mine Closure Planning Best Practices Guide for Human Resources. The Guide draws principally from the IFC's Guidelines for Retrenchment as well as the European Bank for Reconstruction and Development guidelines.

Managing the impacts of mine closure on our workforce to some extent will vary according to international and local laws

and regulations; however, in all cases we adhere to Kinross' values to ensure that our employees are treated fairly, with dignity and respect. Key elements of Kinross' HR best practices required for successful closure include:

- Development of a cross-functional HR Closure Team, including union representation as appropriate;
- Collaboration and co-ordination with key functions (operations, safety and sustainability, legal, government and community relations, and communications);
- Stakeholder consultation prior to and during the mine closure process, with a focus on trade unions, government and community leaders;
- Selection criteria for employees that is transparent, fair and objective;
- Timely disclosure of closure plans, as early in the planning process as possible;
- Alignment with legal and institutional requirements, including collective agreements, regulations and notification requirements with local authorities and cultural groups;
- Redeployment opportunities for skilled managers and employees across other Kinross sites;
- Retention and engagement strategies to sustain operations, ensure critical roles are stable and in place through to closure and to minimize turnover;
- Communications planning to support timeliness, clarity, honesty and transparency.

Our HR guidance will continue to evolve to reflect learnings from Kinross' closure experience and keep pace with emerging best practices.



## MARICUNGA LIFE OF MINE

In setting our strategic priorities, on May 10, 2016, Kinross announced that it had been assessing the Maricunga mine plan in the context of capital priorities

in its global portfolio. On July 27, the Company announced that it expects to suspend mining in the fourth quarter of

2016 and commence rinsing the residual gold from the heap leach pads, subject to regulatory proceedings.



**LABOUR RIGHTS**

Kinross is a participant in the UN Global Compact and we recognize the four categories of labour principles and rights, expressed in the core International Labour Organization conventions:

- Freedom of association and the effective recognition of the right to collective bargaining;
- The elimination of all forms of forced or compulsory labour;
- The effective abolition of child labour;
- The elimination of discrimination in respect of employment and occupation.

Our Code of Conduct and Business Ethics and our Supplier Standards of Conduct extend our commitment to labour rights to our suppliers.

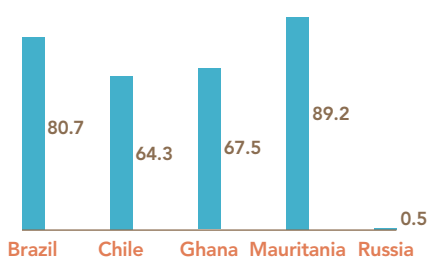
At year-end 2014, 41% of our workforce was represented by a trade union or by collective bargaining agreements compared with 38.7% in 2015. We consulted with unions regarding organizational changes twice in 2014

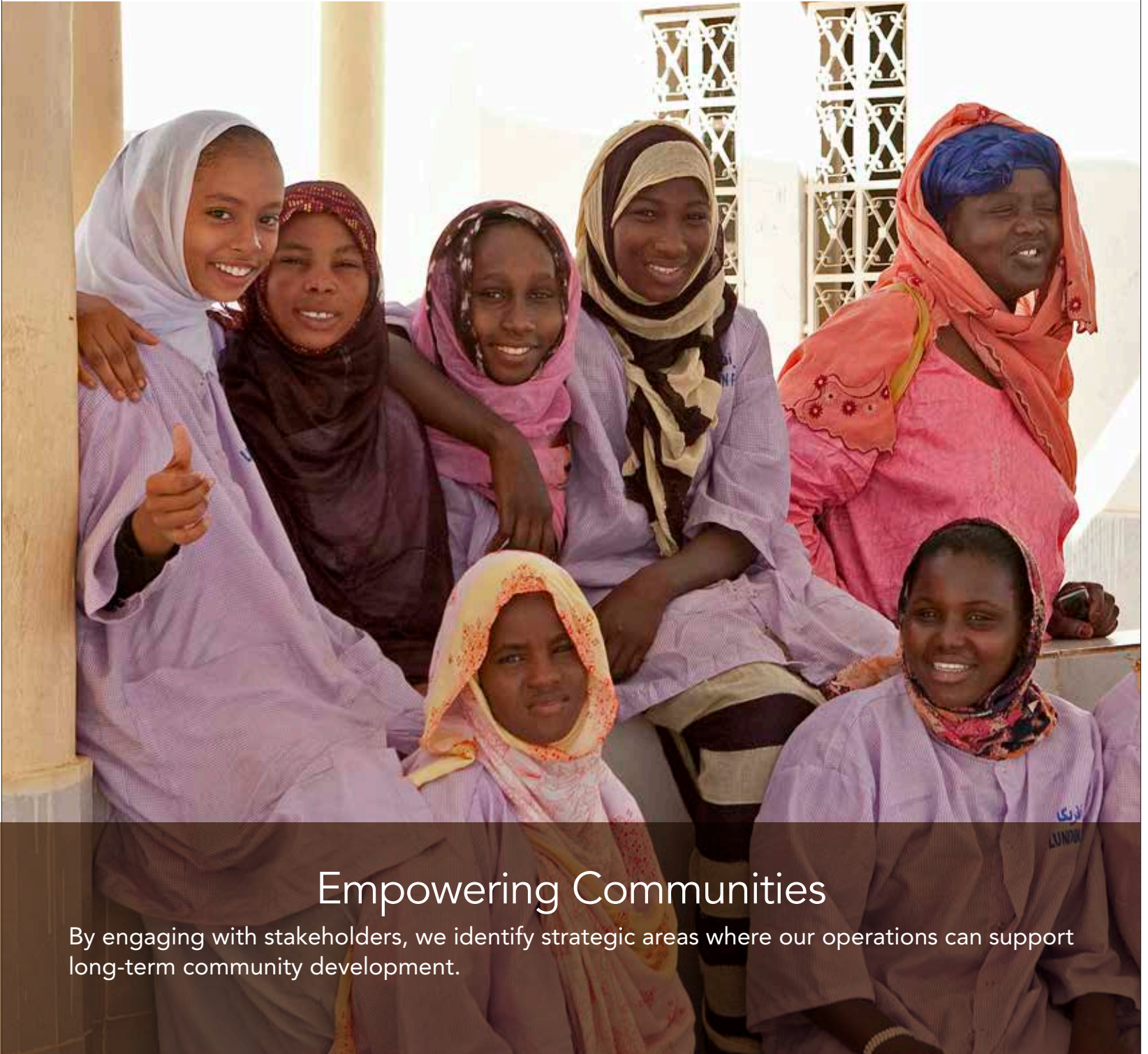
and once in 2015. Employees at Paracatu, Maricunga, Chirano and Tasiast are unionized, and a small union was registered in 2014 at Kupol. At Dvoinoye, a new union was registered last year with 16 potential members; however, the proper legal filing processes have not yet been completed and collective bargaining is not required until a majority of employees have joined the union. Kinross' employees in the United States and Canada are non-unionized.

In early 2014, we experienced a seven-day strike at Maricunga following the expiration of collective agreements with both unions. An agreement was reached that was fair to employees and the Company and which recognized the cost challenges at Maricunga and the gold price environment. There were no strikes or lockouts at Kinross' operating sites in 2015.

At Tasiast, the three-year collective agreement expired in December 2015 and negotiations were underway in March 2016. Unionized employees initiated a strike action on May 24, 2016. Striking employees at the site began returning to work on June 11, 2016. At the time of publication, negotiations for a new collective agreement are ongoing. Paracatu's collective agreement expired in January 2016 and a new two-year agreement was successfully negotiated.

**EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS (%)**





## Empowering Communities

By engaging with stakeholders, we identify strategic areas where our operations can support long-term community development.

### Inside this section:

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## OUR STRATEGY FOR EMPOWERING COMMUNITIES

At Kinross, we believe that responsible mining can generate sustainable value in host countries and host communities. We strive to create positive economic and social benefits and improve the overall quality of people's lives in a manner that is sustainable beyond the life of the mine, while minimizing the negative impacts of our activities.

Our Site Responsibility Plans (SRPs) provide a framework for planning and implementing stakeholder engagement strategies that support our commitments to our host communities. Through active engagement and dialogue, our goal is to keep our neighbours informed about our activities, and provide them with opportunities to raise issues of interest or express their concerns. We seek at all times to respond to those concerns with promptness and clarity.

We strengthened our SRP framework in 2015, based on a review of implementation of the framework between 2010 and 2014. In particular, we have established an expectation that all sites will develop a Community Plan for Mine Closure to outline how each site

is supporting the community and local development that will be sustainable beyond the life of mine. Following our 2014 review, SRP Guidance was also amended in areas of improved record-keeping for stakeholder engagement and dialogue to facilitate review, analysis and audit; stakeholder grievance mechanism consistent with latest international practice; clarification of the types of socio-economic studies we conduct to evaluate operating context; and local business programs to align community engagement and investment programs with the Local Business Requirements of Kinross' Supply Chain Policy.

Kinross measures and tracks community relations performance in key areas, such as:

- Frequency of day-to-day interactions with stakeholders;
- Grievances received and resolved
- Effectiveness of community; investments in terms of the number of beneficiaries and community based outcomes to evaluate the results of that spending over time;
- Community perceptions;
- Value of the operation's benefit footprint;
- Socio-economic studies.

In addition to quarterly reporting, each site's implementation of the SRP is audited every two years. The audits help identify opportunities for continuous improvement as well as provide a development opportunity and technology transfer for CR staff from our sites.





**SITE RESPONSIBILITY PLANS**

SRP planning and implementation is essential to our CR performance, establishing site-specific strategies for meeting our objective of maintaining solid long-term relationships with community stakeholders based on trust, respect and partnership. SRPs include these key components:

**Engagement:** We will establish an ongoing dialogue with stakeholders in the communities where we operate, maintained in a spirit of transparency and good faith.

**Evaluation:** We will understand how our activities impact communities, both positive and negative, through analysis of stakeholder feedback, community aspirations and resources, project impacts, socio-economic data and other information, to inform project designs and to define community relations strategies.

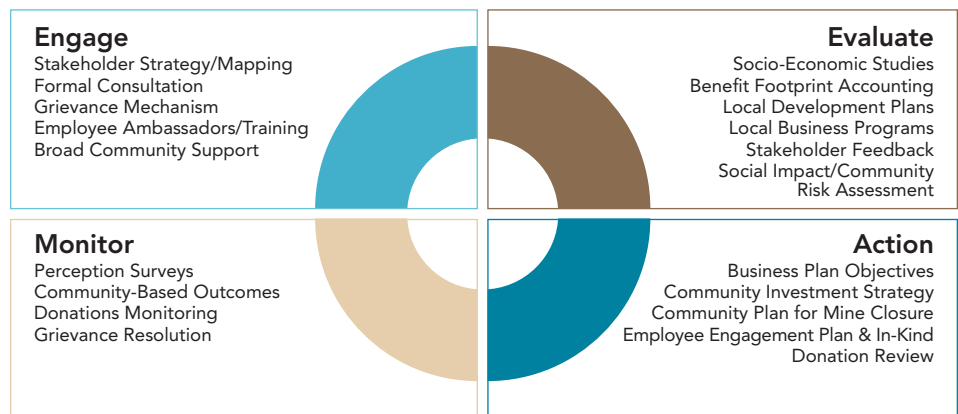
**Action:** We will work proactively, based on the results of engagement and evaluation of stakeholder interests and concerns, to enhance benefits of our operations and minimize negative impacts in order to generate sustainable benefits within the communities where we operate.

**Monitoring:** We will conduct regular, quantitative and qualitative measurement of the social, economic and political

context where we operate, as well as our positive and negative impacts on stakeholders to inform further engagement, evaluation and action.

The SRP system has been adapted to provide a more concise version for use by our exploration teams. Periodic training is provided to assist with stakeholder engagement.

**Site Responsibility Plans**



**ENGAGING OUR STAKEHOLDERS**

Our success depends upon effective, honest dialogue and engagement with stakeholders in our host communities. When it comes to communities, everything begins with engagement.

Our engagement initiatives cover a spectrum of approaches, and vary depending on the stakeholders, the needs and nature of the community, and the issues. They include regular meetings with officials and neighbours, negotiated agreements, formal dialogue tables and stakeholder committees, community, business, government and school presentations and partnerships, targeted and public mine tours, participation in local cultural and sports events, and informal, impromptu conversations. In addition, community grievance mechanisms are in place at all of our operations.

Stakeholder Identification is a continuous process that begins with well-established reference points and is further informed by the results of engagement.

Our stakeholder engagement efforts are tracked at each site and reported quarterly as part of the SRP reporting. Key performance indicators include the number of stakeholders engaged, positive versus negative feedback, and grievance investigations, as well as scores for community perception and stakeholder engagement.

Across all Kinross sites, we recorded approximately 90,500 interactions with stakeholders in 2014 and 168,000

interactions in 2015. Through our site grievance mechanisms, we received a total of 18 community grievances in 2014 and 58 in 2015, which were resolved within the target time frame in 2014 and 2015 respectively. The largest number of grievances came from Chirano and were primarily related to impacts on local farms due to exploration access. A Crop Compensation team works closely with the exploration team and local farmers and village chiefs to resolve these cases efficiently. This resulted in only one grievance registered in the last quarter of 2015. Of the grievances registered in Chile, six were received from indigenous groups.

**Stakeholder Identification Cycle**







**KEY STAKEHOLDER ISSUES**

In 2014 and 2015, the significant issues raised by stakeholders included ethics, indigenous peoples’ land rights, operational impacts, and communities’ interests associated with educational and skills development, capacity building and economic opportunities, availability of services, and the environment.

The table below outlines the top concerns by site and the ways in which we responded.

**CORPORATE OFFICE**

**Key Stakeholders:** Investors

**ISSUE: Regulatory Review of West African Operations**

**Response**

In March and December 2014, and July 2015, Kinross received subpoenas from the United States Securities and Exchange Commission seeking information and documents on substantially the same subjects as had previously been raised. In December 2014, Kinross received similar requests for information from the United States Department of Justice. The internal investigation is ongoing, and additional issues or facts could become known as the investigation continues. On December 10, 2015, the Non-Governmental Organizations (NGOs) MiningWatch Canada and the French anti-corruption association Sherpa announced that they had filed a report with the Royal Canadian Mounted Police (RCMP) calling for an investigation of the Company for alleged breaches of Canada’s anti-corruption laws at the Company’s Tasiast mine in Mauritania and its Chirano mine in Ghana. The Company has not received a copy of the report and, as of the date hereof, is not aware of any resulting RCMP investigation or other actions by any Canadian authorities.

Kinross is committed to operating in accordance with the highest ethical standards and conducting business in an honest and transparent manner that is in compliance with the law. Kinross has a long-standing culture of ethical conduct and accountability consistent with its Code of Business Conduct and Ethics and related anti-corruption compliance program.

KEY STAKEHOLDER ISSUES (CONTINUED)

AMERICAS

PARACATU, BRAZIL

**Key Stakeholders:** Neighbouring communities, including the Quilombola community

**ISSUE: Historic Quilombola land claim and construction of a new tailings dam**

**Response**

As descendants of slaves with a distinct culture and traditions, Quilombolas are given special recognition and protection under Brazilian law. Legislation in Brazil requires the government to grant title to the Quilombola people who either still occupy their traditional lands or who are found, through a process administered by the Instituto Nacional de Colonizacao e Reforma Agraria (INCRA), to have rights to certain lands. An INCRA report issued in 2009 concluded that local Quilombola communities have historic rights to land in the Paracatu area, a portion of which has been affected by Paracatu's Eustaquio tailings dam. Although no Quilombolas were living in the area affected by the new dam, the Company was required to develop a social investment plan for the communities identified in the INCRA report, and to propose land compensation arrangements for those communities. After Kinross had submitted several iterations of the social investment plan, in 2015, the Sao Domingos community discussed Kinross' proposals at a meeting and then sent a letter to the authorities with its comments on the plan. We also continue to work with the General Public Attorneys and the Quilombola on a fair and comprehensive agreement pertaining to these lands.

**ISSUE: Trespassers at Paracatu**

**Response**

Since establishment of modern mining operations at Paracatu, there have been recurring incidents involving trespassers attempting to steal gold from the flotation tails. As reported previously, these incidents have led to enhanced surveillance and security measures by Kinross' security team to limit access to target areas. Our approach has been to work closely with law enforcement authorities over many years to tackle the issue of trespassing and violent activity by criminal groups at the Paracatu site.

Kinross supports the Voluntary Principles on Security and Human Rights and has implemented an extensive Human Rights Adherence and Verification Program. As part of this program, staff receive training in human rights annually. All actions taken by security personnel at Paracatu, including working with the military police in Brazil, have been conducted in accordance with the Kinross Global Security Standardization Program.

Kinross is co-ordinating with local law enforcement authorities who are intensifying their efforts to arrest or prosecute anyone involved. In 2015, we also implemented a public education program to raise awareness of the health and safety issues associated with these activities as well as common concerns among neighbours over trespassing and respect for private property. Kinross is supporting community efforts to tackle the underlying problems of rising crime in Paracatu.

**KEY STAKEHOLDER ISSUES (CONTINUED)**

**PARACATU, BRAZIL (CONTINUED)**

**ISSUE: National Review of Tailings Dam Safety**

**Response**

Following the SAMARCO tailings dam incident in late 2015, Brazil's Senate established a Temporary Commission on the National Policy for Dams Safety. The commission issued its report in June and found no issues with the Paracatu dams. Inspections were conducted by DNPM, SUPRAM, and FEAM; there were no significant findings, and the results were consistent with recommendations previously raised by Kinross' engineer of record. At Paracatu, and across all of Kinross' operations, we are committed to minimizing environmental impacts and mitigating potential risks associated with tailings facilities over the life of mine through a rigorous and leading tailings management program. Measures at Paracatu include a Factor of Safety of 1.5, constructed rockfill embankment, modified center-line construction, extensive surveillance, inspections by the Engineer of Record and annual third-party reviews. To learn more about our Kinross Tailings Management Standard, read [Enhancing Our Tailings Management Standard \(page 115\)](#) in this report.

**ISSUE: Dust, noise, and vibration at Paracatu**

**Response**

Over the years, Kinross has developed extensive programs to address neighbourhood concerns regarding dust, noise and vibration from pit operations in Paracatu. For background on our efforts to address this issue, see our previously published case study entitled [Community Monitoring Program Builds Trust in Paracatu](#). Over the years these efforts (including establishment of a 24-hour hotline, use of specialized blasting procedures and techniques, and community-based monitoring systems) have led to fewer complaints. Although we experienced an increase in the number of complaints in 2015, primarily due to the closer proximity of mining and blasting operations in the southwest part of the mine, we continue to address the complaints in a timely manner, and the results of daily monitoring of vibration levels and dust continue to be within the legal limits.

**ISSUE: Community Health**

**Response**

As reported in our previous CR Report, Kinross commissioned a series of studies, including a complete Human Health Risk Assessment, to investigate the potential for community or workforce health impacts related to naturally occurring arsenic present in the Paracatu ore body.

Some of these scientific studies, co-ordinated by the National Institute of Science and Technology on Minerals Resources Water and Biodiversity (INCT) with the support of researchers from federal universities in Brazil and world-renowned experts from the University of Queensland, Australia, were published in the proceedings of the 4th International Congress on Arsenic in the Environment (July 2012), and the results and conclusions have been shared with Kinross employees, contractors and the local community. Separately, the municipality of Paracatu released the results of its own study in early 2014, finding that the health risk from arsenic in the community is low. All of the work completed to date confirms that there is no increase in employee or community health risk from arsenic due to Kinross mining activities. In early 2016, the final result of the six-year research program co-ordinated by INCT was published, including a complete Human Health Risk Assessment. The scientific studies concluded that exposure to arsenic in Paracatu is low, the risk to human health is low, and the contribution from activities through dust and soil to arsenic exposure is lower than the exposure through ingestion of food and water. For more information, see our 2015 update on [Safeguarding Community Health in Paracatu \(page 36\)](#) in this report.

**KEY STAKEHOLDER ISSUES (CONTINUED)**

**PARACATU, BRAZIL (CONTINUED)**

**ISSUE: National Contact Point Inquiry**

**Response**

In May 2014, Kinross received notification from Brazilian authorities that a case had been filed against the Company in June 2013 with the National Contact Point (NCP) for the OECD Guidelines for Multinational Companies. The claim, filed by local community leaders and a union representative, alleges that the Paracatu operation negatively impacts local houses. Kinross has taken numerous steps over the years to manage vibration caused by our operations, and has never registered ground movements above the allowable thresholds (See our Paracatu video). We have also commissioned structural assessments of some homes located closest to the pit, and not found any damage that could be linked to mining-induced vibration. Regardless, Company representatives and the Complainants have met several times with the NCP to discuss their concerns, and both sides are working to find a mutually acceptable way forward to assess structural issues of local homes. We are working to conclude this inquiry in 2016.

**MARICUNGA, CHILE**

**Key Stakeholders:** Rural and urban indigenous Colla community, neighbouring community of Tierra Amarilla

**ISSUE: Notice of Violation – Rancho Del Gallo (RDG) camp**

**Response**

In September of 2013, the Superintendencia del Medio Ambiente (SMA) issued a Notice of Violation (NOV) to Compania Minera Maricunga (CMM), an indirect wholly-owned subsidiary and owner/operator of the Maricunga Mine, for certain violations related to deviations from the permitted configurations of the Maricunga mine's RDG camp. Previously identified to the authorities by CMM, the SMA rejected certain of CMM's defenses to the NOV and, in the first quarter of 2014, fined CMM \$4.6 million in relation to the NOV. CMM appealed the sanction and, in June 2014, Chile's Environmental Court issued a ruling in favour of the Maricunga operation, vacated the sanction and ordered the SMA to issue a new resolution taking into account the evidence and other information submitted by CMM. In October 2014, the sanctioning process was reopened and additional evidence and information was subsequently submitted by CMM. In Q1 2015, the SMA requested the opinion of the Servicio de Evaluacion Ambiental (SEA) as to whether key non-compliances identified by the SMA were "major" permit deviations. In October 2015, SEA ruled that the subject "non-compliances" (except regarding increased vehicle emissions) are sectoral and, therefore, not actionable by the SMA. CMM appealed the decision (evidence shows insignificant increases in emissions due to higher occupancy), and the SMA process was suspended pending SEA's decision. In January 2016, SEA rejected CMM's appeal and remitted the matter back to the SMA. A new resolution has not yet been issued by the SMA.

**ISSUE: Maricunga Area Wetlands**

**Response**

As previously reported, a wetland located near the Pantanillo groundwater extraction and supply area has experienced a reduction in surface and groundwater levels. Attempts to restore the wetland by surface irrigation have been unsuccessful. A more robust action plan to rehabilitate the Pantanillo wetland was developed and presented to the applicable environmental agency (the Servicio de Evaluacion Ambiental, or SMA) in 2012. In late 2013, CMM was fined approximately \$40,000 in connection with the matter. Additionally, CMM was required to file a more detailed description of its rehabilitation plan. The agencies have not approved important aspects of the plan.

In May 2015, the SMA issued a Resolution alleging that the Maricunga mine's groundwater pumping irreparably harmed the Pantanillo wetland and other area wetlands. On March 18, 2016, the SMA issued a resolution seeking closure of Maricunga's water pumping wells alleging irreparable harm and imminent risk to the Valle Ancho wetland, located approximately 7 kilometers downgradient from CMM's groundwater wells. On May 2, 2016, the SMA issued the first of

**KEY STAKEHOLDER ISSUES (CONTINUED)**

**MARICUNGA, CHILE (CONTINUED)**

**ISSUE: Maricunga Area Wetlands (continued)**

**Response**

three successive water curtailment orders, in compliance with which CMM suspended mining and crushing activities and reduced water consumption to minimal levels. On June 24, 2016, the SMA issued a revised resolution amending the initial sanction which, if affirmed by Chile’s Environmental Court, would require CMM to effectively cease operations and close the mine for at least the duration of proceedings. CMM recommenced operations on July 9, 2016 after CMM submitted its appeal of the amended sanction to the Environmental Court and the last water curtailment order became ineffective. Subsequent decisions of the Environmental Court ruled that the amended sanction became fully effective commencing July 13, 2016 when CMM’s appeal was accepted by the Environmental Court, in response to which CMM has curtailed operations and water use accordingly, and sought reconsideration of such rulings.

CMM vigorously disputes the resolution and the curtailment orders, and has appeals pending with Chile’s Environmental Court. As part of its appeal, CMM submitted legal and technical arguments and reports by experts on wetland vegetation, analysis of long-term satellite imagery and groundwater hydrology criticizing the evidence relied upon by the SMA and concluding that current data does not support an assertion that CMM’s pumping is negatively impacting water levels 7 kilometers downgradient at the Valle Ancho wetland.

On June 2, 2016, CMM was served with two separate lawsuits filed by the Chilean State Defense Counsel. Both lawsuits are based upon allegations that CMM’s pumping from its Pantanillo area groundwater wells has caused damage to area wetlands. One action relates to the Pantanillo wetland, and is based upon the sanction imposed upon CMM in late 2013 (as described above). The other action relates to the Valle Ancho wetland, and is largely based upon the same factual assertions at issue in the SMA sanction proceedings (as described above). These lawsuits seek, among other things, to require CMM to cease pumping from the groundwater wells, finance various investigations and conduct restoration activities. On June 20, 2016, CMM filed its defenses, and will continue to vigorously defend itself in these proceedings.

For further details on the timeline of the curtailment orders and various filings, see [Management’s Discussion and Analysis for Q2 2016](#).

**LA COIPA, CHILE**

**Key Stakeholders:** Rural and urban indigenous Colla community

**ISSUE: Managing Groundwater Contamination**

**Response**

As previously reported by Mantos De Oro (MDO), an indirect wholly-owned subsidiary and owner/operator of the La Coipa Mine, tailings seepage was detected in control wells at La Coipa in the mid-1990’s. Since that time, an extensive remediation strategy has been implemented. In 2007, MDO made a voluntary declaration outlining its environmental commitments, which was approved by Chilean authorities. In early 2008, in keeping with MDO’s commitment to full and complete remediation of the groundwater contamination at La Coipa, additional controls were put in place to reduce mercury mobility on the tailings. While the La Coipa operation has been in care and maintenance since the cessation of operations at the end of October 2013, monitoring and remediation efforts of the mercury plume have continued. In March 2016, the SMA filed a resolution against La Coipa over a series of alleged breaches relating to environmental permitting, water capture, monitoring as well as deficiencies in the capture of mercury and concentrations of mercury above permitted levels in some effluent. The charges were filed following a planned inspection of the facilities (for more information, see the [2015 Annual Information Form](#), page 63). On Apr 15, MDO submitted a compliance plan which, following further submissions to the SMA, was accepted by the SMA on July 7. Consequently, the sanctioning process is suspended without any fine or other penalty to MDO provided the plan is implemented and maintained per its terms.

**KEY STAKEHOLDER ISSUES (CONTINUED)**

**KETTLE RIVER-BUCKHORN, U.S.A.**

**Key Stakeholders:** Communities, governments, businesses, special interest groups, employees

**ISSUE: Water quality**

**Response**

As discussed in previous reports, Crown Resources Corp. (Crown), an indirect wholly-owned subsidiary and owner/operator of the Buckhorn Mine, has made numerous procedural and technical improvements in its water management system over the years to comply with water quality permit requirements at Buckhorn. While these permits were already very stringent, in early 2014, the Washington Department of Ecology (WDOE) issued a renewed permit for Buckhorn that is more restrictive than its original discharge permit. Under these proposed permit conditions, the mine would be forced to be in a state of persistent non-compliance, despite the improvements made over the years. Crown challenged the permit with a lawsuit filed January 15, 2015 at the Superior Court of Washington in Ferry County (Superior Court), and filed an appeal with the Pollution Control Hearing Board (PCHB). On July 30, 2015, the PCHB affirmed the renewed permit in its entirety. On August 27, 2015, Crown appealed the PCHB's decision to the Superior Court. On July 19, 2016, the WDOE issued an Administrative Order (AO) asserting that the mine had exceeded the discharge limits in the renewed permit a total of 931 times and has also failed to maintain the capture zone required under the renewed permit. The AO orders the mine to develop an action plan to capture and treat water escaping the capture zone, undertake various investigations and studies, and report the findings. Crown intends to appeal the AO to the PCHB and may also seek a stay of the AO at the appropriate time.

For further details, see [Management's Discussion and Analysis for Q2 2016](#).

**ISSUE: Planning for closure**

**Response**

Kettle-River Buckhorn continued to operate throughout 2015. Mine closure is now anticipated for end of year 2016. Over the past two years, the operation completed a Social Impact Assessment (SIA) and has implemented a comprehensive Social Closure Plan. Socio-economic and community perception studies were completed, along with dialogue with employees. We continue to work closely with local and state economic development agencies, the local hospital district, and others to support the community in its development of strategies for a post-mining future. For more information, read [A 'Living' Community Plan For Closure at Kettle River-Buckhorn \(page 89\)](#).

**KEY STAKEHOLDER ISSUES (CONTINUED)**

**RUSSIA**

**KUPOL AND DVOINOYE**

**Key Stakeholders:** Chukotka communities, indigenous peoples, governments

**ISSUE: Community Involvement in Environmental Monitoring**

**Response**

Our Kupol and Dvoinoye operations have an ongoing and regular program of public consultation with community representatives. As previously reported, sharing information with the community on environmental management has always been an important part of this effort. In 2013, questions raised by the community revealed a lack of understanding of Kinross' commitment to environmental stewardship and protection at the mine and in the community. To address this issue, beginning in late 2013, we introduced a training program for community environmental monitors in the region. This program continued throughout 2014 and 2015, including a site visit to Kupol by Chairman of the Elderly People of Chukotka, Alexander Omripkir, in June 2015. The visit included a general tour of the mine with special emphasis given to environmental topics including tailings and reclamation. Representatives of the nearby settlements of Lamutskoye, Chuvanskove, Bilibino, Illernyey and Anadyr also participated in the program during the year. To learn more, read [Training Environmental Monitors in Russia's Far North \(page 76\)](#).

**WEST AFRICA**

**CHIRANO, GHANA**

**Key Stakeholders:** Communities, governments

**ISSUE: Agricultural compensation**

**Response**

In October 2014, Chirano reached an out-of-court settlement with approximately 1,100 farmers regarding compensation related to the original development of the Chirano mine between 2003 and 2005. A small group of 25 farmers did not accept the agreement. In early 2015, Company representatives met with the Wiawso paramount chief and farmers to discuss a solution. By the end of 2015, most of this group had also agreed to a settlement, leaving less than 10 who are still not in agreement. The Company will continue discussions on a good faith basis, respecting valuations previously discussed and agreed.

**KEY STAKEHOLDER ISSUES (CONTINUED)**

**TASIAST, MAURITANIA**

**Key Stakeholders:** Communities, governments, local chiefs and elected authorities

**ISSUE: Artisanal Mining**

**Response**

Early in 2016, artisanal mining activity was reported to the north of Kinross' Tasiast mine in Mauritania, an area where this type of activity had not previously occurred. In response, in April 2016, the Mauritanian government issued an order requiring artisanal miners to hold prospecting permits in order to prospect for gold in defined areas (not on Kinross' concessions) and that all gold found was to be sold to the government. There has, however, been significant influx of people to the area, with activity occurring illegally on Kinross concessions although they have currently not affected any mine operations. Kinross will continue to monitor the socio-economic and environmental impacts, comply with all legal requirements under its permit and licence, and co-operate with authorities to protect its assets and people.

**ISSUE: Tasiast Workforce**

**Response**

In September 2015, Tasiast Mauritanie Ltd. S.A. (TMLSA), an indirect wholly-owned subsidiary and owner/operator of the Tasiast mine, announced workforce reductions (retrenchment). Drawing upon the lessons learned from the October 2013 retrenchment at Tasiast (See [2013 CR Report](#)), employee concerns and issues were identified and benefits determined prior to announcing the 2015 workforce reductions. The retrenchment was carried out in consultation with the union and in compliance with Mauritanian law. The retrenchment process unfolded smoothly and without opposition. To assist employees in the transition, a special retraining and business development program was put in place for workers who were laid off. At the end of 2015, the mine continued to provide direct employment for 1,199 employees, 88% of whom were from Mauritania.

On May 24, 2016 unionized employees initiated a strike which ended on June 11, 2016. On June 18, 2016, TMLSA temporarily suspended mining and processing as a result of the Mauritanian Ministry of Labor's decision to prohibit certain expatriate employees from working at site due to allegations of invalid work permits. TMLSA had taken all steps necessary to ensure that its work permits were in good standing and valid under Mauritanian law and to comply with the requisite formalities including the filing of all requests and applications in accordance with the stipulated timeframes. TMLSA understands that a number of other institutions and companies in Mauritania concurrently experienced similar work permit issues with the Ministry of Labor. This issue was resolved in July as part of reaching a mutually acceptable "Mauritanization" plan to increase the number of local workers who have the necessary skills and experience to work at Tasiast, a requirement under Mauritanian law. TMLSA expects to remobilize its workforce to resume normal mining and processing activities at Tasiast in August 2016. Labour negotiations respecting the TMLSA's collective labour agreement at Tasiast are expected to recommence in the near term following resumption of normal mining and processing activities.





## WORKING WITH INDIGENOUS PEOPLES

Kinross is committed to working with the indigenous peoples who live near our mines and projects.

Our aim is to develop and operate projects in a manner that respects their rights and brings positive long-term contributions to their communities. Kinross recognizes the unique considerations of indigenous peoples, including:

- The unique histories, languages, cultures, knowledge, traditions and values of indigenous peoples and their contribution to the cultural and social diversity of the countries where they live;
- The cultural importance of connections with the natural environment, including land, water, wildlife, and plants;
- The distinct nature and importance of indigenous institutions in realizing the aspirations of indigenous peoples for their own development.

We believe that, when undertaken with appropriate safeguards and in consultation, mining is a strong source of positive benefits for our host communities. Consistent with the laws regarding the rights of indigenous peoples in the countries where we operate, some of the practices that we

undertake as appropriate to engage with indigenous peoples include:

- Conducting due diligence to identify areas where our activities may impact the lands, rights, or interests of indigenous peoples;
- Designing our projects to avoid any physical relocation of indigenous peoples from their customary lands, and following international standards for relocation when it cannot be reasonably avoided;
- Consultation to seek mutually acceptable solutions to avoid, minimize, or mitigate adverse impacts prior to beginning any activities that would cause those impacts;
- Ongoing engagement with indigenous communities near our operations to understand the cultural, economic, social and development aspirations of those communities and to endeavour to contribute to their capacity to attain those aspirations;
- Encouraging opportunities for training and local business development that enhance indigenous peoples'

participation in our activities as employees and suppliers, and environmental monitors;

- Providing training to employees and contractors interacting with indigenous peoples to promote cross-cultural understanding and respect for traditional languages, customs and practices.

As noted in the following sections, in all three regions where our operations may impact the lands, rights, or interests of indigenous peoples, we have established memorandums of understanding.





### INDIGENOUS PEOPLES IN CHILE

Located in the high Andes, our Chilean operations are accessed by public roads that cross traditional lands of indigenous peoples, the Colla.

Over the years, our relationship with the Colla communities has evolved from informal ad hoc meetings to formal dialogue defined by signed agreements. In December 2013, we reached an important agreement with the Colla Community of Rio Jorquera to resolve issues related to land access and compensation for use of traditional lands related to our Maricunga operation. This included easement and land use fees, strengthening of programs within the 2008 framework agreement, and formalization of the environment monitoring program. We also work with other Colla communities near the La Coipa mine and projects to collaborate and partner on a range of initiatives pertaining to permitting of the next phase of this operation.



*Pilar Smith receives one of Maricunga's prestigious five-year scholarships to pursue her studies in sociology at the University of Atacama. Presented by Kinross' Jose-Tomas Letelier, Kinross has been awarding scholarships to Colla students living in the vicinity of the Maricunga mine for 23 years.*

In March 2015, the Colla communities living in the region were severely affected by the devastating weather and mudflows that hit the region. Kinross has worked closely with the affected communities in the recovery and restoration effort. To learn more, read [Extreme Rainfall Strikes in the Atacama \(page 84\)](#).

In 2014 and 2015, within our agreement with the Colla community of Rio Jorquera, we supported a range of ongoing capacity-building activities, which included:

- Continued financial assistance and scholarships to Colla elementary and high-school students who must travel a substantial distance to attend classes. In 2014, we supported 60 Colla students and their families; in 2015, support was provided to 80 students;
- Continued veterinarian and other program support for rural water management and animal husbandry methods; these programs will continue in 2016 and include the winter program whereby we provide

bales of animal feed for use in the high Cordillera.

We also provided ongoing financial and in-kind assistance to other indigenous communities, including the Multicultural Native Association and the indigenous Colla Wayra Manta Tutjsi Community. The programs developed since 2013 with these groups of urban character are Annual Cultural Carnival, Ancestral medicine program, Student Scholarships (approximately 20 students per year), and support for productive community projects.

### **EARLY ENGAGEMENT IN ATACAMA**

In early 2014, we initiated an early engagement process with the six Colla indigenous communities in the area of influence for the La Coipa operation with regard to an environmental assessment known by its Spanish acronym DIA (Declaración de impacto ambiental) for the extension of the La Coipa mine, known as “Exploitation of Minerals Coipa Phase VII”. Kinross’ approach to early engagement, based upon the International Finance Corporation (IFC) and the Equator Principles, goes beyond legal and regulatory requirements.

Our early engagement process included an “ethno-mapping study” to identify areas of special interest and historic use. Through the Working Tables established as part of the engagement process, the indigenous communities had a significant opportunity to influence and improve socio-economic, cultural, and environmental aspects of the project. This study, [Quebrada San Andres and Neighboring Areas, \(AMEC, 2015\)](#) is available publicly and was included in the DIA request.



In addition to supporting the DIA, the study proved to be an invaluable source of information after the devastating impact of the intense rains in March 2015, preserving locations of key cultural areas in a geo-referenced format.

All six communities have signed voluntary agreements for the project. Implementation of the actions agreed to in the Voluntary Agreements got underway in 2015, with an immediate

focus on identifying and developing employment skills and opportunities for members of the Colla communities. We are also working together to build capacity in these communities, and are providing financial assistance and scholarships to elementary and high-school students, as well as financial support for cultural traditions. Going forward, we also plan to train environmental monitors.



### INDIGENOUS PEOPLES IN RUSSIA

Kinross is one of the only large private sector enterprises in the Chukotka region where our Kupol and Dvoynoye operations are located. We provide economic and social support to the indigenous peoples of the region (including Chukchi, Inuit, Even, and others) through employment, contractor and supplier purchases, and other services.

In 2008, we signed an agreement with the Chukotka Regional Association of Indigenous Peoples of the North, Siberia and Far East, to help ensure that the benefits arising from our Kupol-Dvoynoye operation reach the region's indigenous peoples. In 2013, the agreement was renewed based on the continuing priorities of local employment, training, and support for traditional livelihoods, and additional needs such as community involvement in environmental monitoring, capacity

building through local business, and active engagement with youth. Kinross also received the Vitus Bering award from the Association of Indigenous Peoples of the North and the Far East of Russia (RAIPON), for its contribution to the sustainable development of the indigenous peoples of Chukotka in 2013.

According to these agreements, a representative of the Association sits on the Kupol Foundation's selection

committee and one-third of the annual grants are earmarked for indigenous peoples' initiatives. A total of 87 projects has been awarded by the Foundation, with 55 of the projects directed to indigenous people's initiatives for a total of \$1.04 million. An overview of [Kupol Foundation initiatives](#) is provided in the [Community and Social Development](#) section of this report.

## TRAINING ENVIRONMENTAL MONITORS IN RUSSIA'S FAR NORTH

Concern about environmental protection has been at the epicentre of public consultations for our mines in Russia.

While Kinross has consistently identified the technical compliance aspects of our environmental management, the information was not easily understood at local community meetings. To address this challenge, we developed an environmental monitoring training program to help community members see first-hand how we protect the environment at our Kupol and Dvoinoye operations.

Representatives from the nearby settlements of Lamutskoye, Chuvanskoye and Ilirney, and cities of Bilibino and Anadyr, participated in the program. After an inaugural three-day environmental monitoring training

program in 2013, we partnered with the Magadan-based VNII-1 research institute in 2014 to provide a more comprehensive six-day training course. This course included information on water treatment along with a host of other pertinent topics. An additional six-day training program was completed again in August 2015, with an increased focus on the water management

program. As a result of the training program, participants became voluntary community monitors who had a better understanding and appreciation of Kinross' dedicated program of environmental management. Each group of monitors is supported by one representative from an authorized organization such as a scientific institute or environmental agency.

**"I'm dealing with traditional land use in the Indigenous Peoples Association and it was vital for me to obtain this information. It was important to see how measures to protect the environment are implemented at the Kupol mine. I was also pleased to see how many indigenous people are employed by Kupol and how they're growing and developing professionally".**  
**Egor Vereshagin, Deputy Head, Department for Conservation and Use of Wildlife Resources, Member of IP Association board.**





### INDIGENOUS PEOPLES IN NEVADA, USA

For a number of years, Kinross has engaged co-operatively with the Western Shoshone Native Americans, who have roots in the 'Big Smoky Valley' area where Kinross operates the Round Mountain mine.

In 2007, Kinross and the Western Shoshone Descendants of Big Smoky Valley signed a Memorandum of Agreement. The Agreement remains a cornerstone of the relationship and has had several positive outcomes, including relocation of a proposed access road to accommodate Western Shoshone concerns and the signing of a Memorandum of Understanding

(MOU), which expresses their support for extending the life of the mine. As part of the MOU, there is a provision to ensure monitors are present to watch for ancestral markers such as artifacts and gravesites during site or infrastructure development work. We also have an active university scholarship program for Western Shoshone students under which seven students have been supported.

In early 2016, and following the closing of Kinross' acquisition of Bald Mountain from Barrick Gold, we were invited to participate in a regular quarterly dialogue meeting between Barrick Gold and the Western Shoshone and we look forward to continued growth of the relationship.

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### INDIGENOUS PEOPLES IN ALASKA AND WASHINGTON STATE, USA

The Fort Knox and Kettle River-Buckhorn operations consider indigenous peoples as stakeholders even though they do not operate on land owned by tribal organizations. At Kettle River-Buckhorn,

the Confederated Tribes of the Colville Reservation is a stakeholder with which Kinross maintains a relationship, having participated in annual Earth Day celebrations at tribal headquarters.

The operation also makes donations to programs and projects which benefit members of the Confederated Tribes.



**COMMUNITY AND SOCIAL DEVELOPMENT**

At Kinross, a cornerstone of responsible mining is creating opportunities for sustainable benefits in the communities where we live and operate.

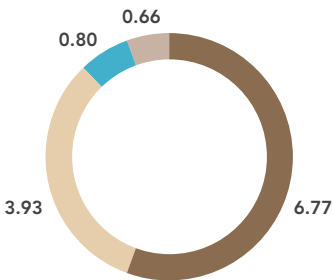
Although in economic terms by far the greatest contribution to host communities is our operational benefit footprint – job creation, local procurement, and tax payments to local governments – we continuously evaluate opportunities to leverage that benefit footprint into lasting development through support of a variety of community development initiatives.

These opportunities are identified and managed within the framework of our SRPs. We support a broad spectrum of community initiatives and partnerships across our global operations.

Approximately 90% of our Company wide donations and sponsorship funding is spent by our operating sites. The balance is spent out of our

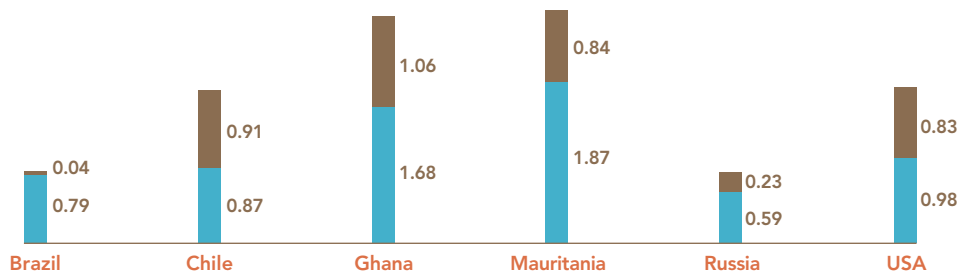
corporate office. In 2015, corporate-level donations totaled \$803,633 and reached more than 40 charitable causes. The majority of these corporate-level donations are allocated to education, including post-secondary institutions, followed by health, youth programs, and organizations dedicated to responsible business and development.

**2015 DISTRIBUTION OF COMMUNITY INVESTMENTS**  
(\$ MILLIONS)



- Sites (Monetary)
- Sites (In-kind)
- Corporate (Monetary)
- 3rd party (Estimated)

**2015 COMMUNITY INVESTMENTS BY COUNTRY**

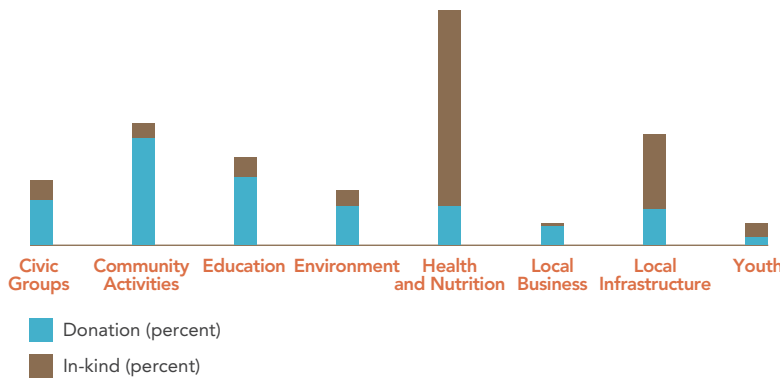


- Monetary (\$ millions)
- In-kind (\$ millions)

**KINROSS COMMUNITY FOCUS**

As part of our SRP program, we identify community based outcomes (CBOs) to measure the effectiveness of specific community programs and to ensure individual actions are aligned with strategic goals. Our CBOs support our corporate-wide focus areas of education, youth, environment, health and nutrition, local business and alternative livelihoods, local infrastructure development, and regional development and grants.

**2015 COMMUNITY INVESTMENTS BY CATEGORY**  
(%)



	Donation (percent)	In-kind (percent)	Beneficiaries (10,000's)
Civic Groups	5.6	12.4	11.4
Community Activities	4.0	29.9	27.6
Education	5.7	18.8	7.1
Environment	4.4	10.8	10.6
Health and Nutrition	54.7	10.9	42.6
Local Business	0.7	5.2	1.1
Local Infrastructure	21.1	9.9	4.5
Youth	3.8	2.1	1.7

Focus Area	Description	Possible Community Based Outcomes
<b>Education</b>	Kinross provides significant support for local schools, skilled trades programs, and other training and educational initiatives	Overall objectives could include: <ul style="list-style-type: none"> <li>• Increased literacy, graduation rates</li> <li>• Improved test scores</li> </ul> Program CBOs could include: <ul style="list-style-type: none"> <li>• Decreased student-to-teacher ratios</li> <li>• Increased ratio of youth participating in traditional culture programs</li> <li>• Increased ratio of students participating in mining-related areas: math, geology, science</li> </ul>
<b>Youth</b>	We support a wide variety of life-skill and sporting events for young people	Overall objectives could include: <ul style="list-style-type: none"> <li>• As outlined in Education above, plus changes in youth employment rates</li> </ul> Program CBOs could include: <ul style="list-style-type: none"> <li>• Increased ratio of youth involvement in extracurricular activities and leadership programs</li> <li>• Increased ratio of youth volunteerism</li> </ul>
<b>Environment</b>	At our operations, we work to minimize our impacts and use of resources while supporting initiatives for healthy landscapes and habitats	Overall objectives could include: <ul style="list-style-type: none"> <li>• Net gain in health of targeted environment, including conservation</li> </ul> Program CBOs could include: <ul style="list-style-type: none"> <li>• Reduced energy and water use</li> <li>• Increased efficiencies in use of resources</li> <li>• Reduced waste generation and emissions</li> <li>• Increased extent of habitat and use of offsets</li> <li>• Collaborative programs in environmental improvement activities</li> </ul>



Focus Area	Description	Possible Community-Based Outcomes
<b>Health and Nutrition</b>	Our operations support local health-care providers, research organizations, and lifestyle initiatives	Overall objectives could include: <ul style="list-style-type: none"> <li>• Improved access to sustainable safe water supply and basic sanitation</li> <li>• Improved newborn / maternal health</li> <li>• Reduced incidence of serious disease and injury</li> <li>• Reduced incidence of alcoholism, addictive drug use</li> </ul> Program CBOs could include: <ul style="list-style-type: none"> <li>• Improved access to health-care facilities and treatment</li> <li>• Increased ratio of community members with exposure to health awareness training / education</li> </ul>
<b>Local Business and Alternative Livelihoods</b>	We leverage the economic value generated by our activities by supporting a broad spectrum of small local businesses in the communities where we operate, working to ensure businesses are not dependent on the operation for survival	Overall objectives could include: <ul style="list-style-type: none"> <li>• Increased economic diversity and jobs</li> </ul> Program CBOs could include: <ul style="list-style-type: none"> <li>• Improved access to capital and markets for local enterprises</li> <li>• Increased procurement from qualified local suppliers of local goods /services by the operation</li> </ul>
<b>Local Infrastructure Development</b>	Our operations partner with government and other entities to help build schools, health-care facilities, civic gathering places, and other vital infrastructure in the communities where we operate	Overall objectives could include: <ul style="list-style-type: none"> <li>• Alignment of Kinross programs with local / regional development goals and capacities</li> </ul> Program CBOs could include: <ul style="list-style-type: none"> <li>• Improved access to basic needs (health care, clean water, power, roads, etc),</li> </ul>
<b>Regional Development and Grants</b>	Our support for, and participation with, local associations, planning commissions, and local government reflect our commitment to engage with our communities on an ongoing and forward-looking basis	Overall objectives could include: <ul style="list-style-type: none"> <li>• Alignment of Kinross programs with local / regional development goals and capacities</li> </ul> Program CBOs could include: <ul style="list-style-type: none"> <li>• Leverage of Kinross budget through participative budget projects</li> </ul>
<b>Community Activities and Services</b>	Our operations and employees play an important role in the activities that tie our communities together, such as festivals, music groups, other cultural and sporting activities, plus key emergency services	Overall objectives could include: <ul style="list-style-type: none"> <li>• Increased capacity of local governments and organizations to provide community amenities</li> <li>• Improved sense of community well-being</li> </ul> Program CBOs could include: <ul style="list-style-type: none"> <li>• Increased number of visitors to local area</li> <li>• Increased participation by Kinross employees in community events</li> <li>• Leverage of 3rd party resources</li> </ul>
<b>Civic Organizations and Non-Profit Organizations</b>	Kinross is proud to partner with select civic organizations to make a positive difference in the lives of local families. We prioritize support for organizations which help the poor, homeless and other disadvantaged members of the community	Overall objectives could include: <ul style="list-style-type: none"> <li>• Improved community well-being</li> </ul> Program CBOs could include: <ul style="list-style-type: none"> <li>• Improved inclusion of vulnerable members of the community</li> <li>• Increased participation in voluntary activities by employees and the community</li> <li>• Leverage 3rd party donations and resources</li> </ul>
<b>Humanitarian</b>	When disaster strikes, we stand ready as a good neighbour to lend what support we can	Program CBOs could include: <ul style="list-style-type: none"> <li>• Global Kinross employee participation / donations to the cause</li> <li>• Leverage 3rd party donations to the cause</li> </ul>

AMERICAS

COMMUNITY CONTRIBUTIONS IN BRAZIL

We generated a range of socio-economic benefits to the local community of Paracatu in 2015, including providing employment for approximately 1,460 employees (of whom 99.5% are from within Brazil), procuring approximately \$38.4 million in goods and services from 197 local suppliers in Paracatu, and contributing approximately \$54.6 million in taxes, royalties and other payments to government entities in Brazil. Our community investment program reached approximately 104,000 beneficiaries in 2015.

At Paracatu, our Social Investment Policy is aligned with the goals of the Sustainable Development Plan Paracatu 2030 and designed to involve the entire community.

Our social and community development program, known as Integrar (“integrate” in Portuguese), is designed to encourage dialogue and community investment decisions in partnership with local stakeholders. Integrar spans four key areas of action – education, culture, generation of income and jobs, and environmental education. In 2015, over 10,000 people including students, teachers and community residents, attended Integrar activities. See [Case Study, Coming Together for Integrar Na Praça](#).

In 2014 and 2015, we provided support for a variety of community initiatives.

- In education, we continued to advance our goal of raising the Basic Education Development Index (IDEB). We work in partnership with a network of people comprised of educators, the Municipal Education Office, the

Regional Superintendent of Teaching, family members, as well as university students and schoolchildren. These programs benefited approximately 907 students across 34 classes in 2014 and 746 students from 28 classes in 2015. Together with the educational community, we contributed to a 4% to 6% increase in the scores for the National Assessment of Educational Achievement participation (Prova Brasil) in 2015, compared to 2011.

- Generation of jobs and income is a priority. Through Integrar, financial support, training and guidance are provided to participating organizations to develop projects which will generate jobs within the local municipality. In 2014, we completed our two-year support of 11 projects for the final year and recipients received 50 hours of capacity-building training. In 2015, a new two-year cycle of support began for six projects.
- We support programs championed by a broad group of stakeholders

to promote the city’s identity by celebrating its cultural traditions and heritage. Working with local artists, in 2015, we supported 389 hours of local arts and cultural programming for students, and over 10,000 people have participated in local cultural events.

- We supported environmental education through schools and local organizations. In 2014, we worked with 1,755 students through 75 hours of environmental workshops in nine partner schools. In 2015, we delivered 205 hours of workshops in 15 schools.
- Beyond our investments and partnerships within Integrar, we are also partnering with the local community to support sport. In partnership with the City of Paracatu, we invested approximately \$366,000 for the construction of public sports facilities for local residents in the three communities of Alto da Colina, Bela Vista II and Amoreiras II. Over 50 people use the sports facilities daily.





**CASE STUDY: CELEBRATING EDUCATION AT INTEGRAR NA PRAÇA**

At the heart of Kinross' Integrar program is the goal of contributing to a better quality of life for the people of Paracatu.

Integrar na Praça (Integrar in the Square) is an annual event where teachers, parents and students come together to celebrate the achievements of our youth and education programs through educational games and arts activities based on the programs completed at school. Since 2011, these programs (including workshops across areas of sports and literature, tutoring programs, and environmental education) have not only helped children learn more about their community and respect for the environment, they have resulted in better test scores. When the program began in 2011, 19 schools were

categorized as slightly below average. Today, in schools supported by the Integrar program, 83% are achieving scores above the national average.

Each year, Integrar na Praça attracts a greater number of partners than the last and has created more opportunities for improving the next event through partnerships. Gradually, other important participants have joined Integrar na Praça, increasing the program's size and scope so that it is a real reflection of the culture, diversity and energy that exists in Paracatu. The Mayor's Office, the Town Hall, the school community, athletes, artists and business people

are among the event's supporters and, in turn, they have mobilized others to attend. In the first year, approximately 2,700 participants attended the event and, by 2015, this number had grown to 6,000.

Integrar na Praça is now in its fifth year and occurs in May and September. An important event in the community, Integrar na Praça is known as a place where neighbours and groups can meet and interact with the town's vibrant cultural expression and where culture can be an opportunity for change, for movement and for integration.

**Watch the video** 



### COMMUNITY CONTRIBUTIONS IN CHILE

We delivered a range of socio-economic benefits in Chile in 2015, including providing jobs for approximately 805 employees (of whom 99% lived in Chile) and purchasing approximately \$165.4 million in goods and services from local suppliers in Copiapó. Our community investment program reached approximately 184,000 beneficiaries in 2015.

Our community investment strategy in Chile provides support to a variety of programs, from education, employment and the environment to health care and local culture, and creates long-term capacity, particularly among vulnerable groups.

In 2014 and 2015, in addition to our work with the Colla detailed in [Working with Indigenous Peoples](#), we supported a range of partnerships to provide skills training and local employment, enhance opportunities for local businesses, and promote cultural initiatives through a variety of community initiatives.

- In partnership with the “Great Values Foundation”, for over two years, we have provided financial support for “Football More” a program directed to adolescents and youth. Over 450 people have benefited from the program. Using sports, the program helps reduce the risk of alcoholism and drug abuse among children and low-income youth in the Tierra Amarilla community.
- In 2014 and 2015, we developed an extensive training program for operators of high tonnage vehicles, including comprehensive training operations in mining trucks, and other training for trades related to mining. These courses reached more than 150 beneficiaries.
- We continued to support the Regional Council for the Arts (Consejo de la Cultura Atacama) to deliver cultural programming to the communities of Copiapó and Tierra Amarilla. These programs have traditionally contributed to the cultural landscape and are extremely well attended and strongly supported by community members. In 2015, these cultural events were of particular importance since they helped in the recovery of morale and community spirit following the severe weather events in March 2015.



### EXTREME RAINFALL STRIKES IN THE ATACAMA

Northern Chile was hit with torrential rains in late March 2015, causing severe mudslides and damage to infrastructure, and the temporary suspension of operations at Maricunga.

Seven years of precipitation fell in a 12-hour period, stranding our workers at site as roads connecting our operations with the city were washed out. People living in Copiapó and in the local indigenous Colla communities were directly impacted, with homes, pastures and roads destroyed by high waters and mudslides. Kinross' offices in Copiapó were submerged in over a metre of mud.

Even as relief efforts were being mobilized by authorities, Kinross organized flyovers to determine the extent of the damage, and we were able to rescue by air some indigenous

community members who were trapped in the mountains by the high water and mud. Our crisis management team provided emergency medical support and food, reconstruction of water tanks and pipes, shelter and cash (banking systems were down for several weeks) as well as soft loans and vaccinations against infectious diseases to those in need. In Copiapó, Kinross organized a program of daily activities for the children of Colla families, leaving their parents free to work in reconstruction. Overall, Kinross' direct and in-kind support to the Colla communities exceeded \$600,000.

Employees across Kinross also responded with fundraising efforts to support their Chilean colleagues and provide aid to the affected communities. While this unexpected emergency impacted both Kinross and the community, we collaborated with our partners in the region to provide the necessary emergency relief to the people living in the local community while we worked to restore our operations. Mining and crushing operations at Maricunga resumed on May 29, 2015.



*“Youth Safety Day was a fun way to give back to the community. It allowed us to provide helmets to a lot of families that may not have been able to afford them. We were also able to show them how to properly fit the helmets, which is something a lot of people weren’t aware of. Youth Safety Day is a perfect example of how Kinross and Fort Knox put people and safety first every day.” Desiree Cape, Volunteer, Fort Knox Employee*

#### COMMUNITY CONTRIBUTIONS IN ALASKA, USA

Kinross’ Fort Knox mine delivered a range of socio-economic benefits in Alaska in 2015, including providing jobs for approximately 655 employees, procuring approximately \$203.9 million in goods and services from 352 suppliers in Alaska, and contributing approximately \$15.3 million in taxes, royalties and other payments to governments in Alaska. Our community investment strategy reached over 160,000 beneficiaries in 2015.

Throughout 2014 and 2015, and based on consultation with the community, we focused our community investment program on youth and safety. Program highlights for 2014 and 2015 include:

- Continued to support our second three-year/\$1 million endowment, (i.e., \$330,000 per year) to the University of Alaska Fairbanks (UAF), for a total contribution of \$2 million over six years. Students and faculty at UAF collaborate with our Fort Knox mine on research projects, and Fort Knox employees regularly volunteer as members of UAF advisory boards.
- Partnered with the Fox Lions Club and the greater Fox community to help build a community park, increasing access to playgrounds and safe recreational facilities for children in the area. The parkland was provided by the Fox Lions Club while Fort Knox employees, with members of the community, provided the labour to build the pavilion, softball and soccer fields, playground, basketball courts, ice rink, community garden and walking trail. Funds for the pavilion were provided by Fort Knox.
- Partnered with Volunteers in Policing (VIP), a City of Fairbanks program designed to deliver police services and activities aimed at ensuring people have a safe place to live. In support of VIP, we committed to a five-year Annual Youth Safety Day program to provide 7,500 bike helmets. Annual Youth Safety Days is the largest youth safety event in the State of Alaska. In 2014 and 2015, Kinross provided 3,000 bike helmets at Safety Days as well as 15 community events and school bike rodeos. The program has significantly raised awareness of bike safety among youth and adults, enhancing safety in the community.



### GENERATING ECONOMIC VALUE IN ALASKA

Kinross sites carry out socio-economic impact studies on a regular basis to help establish the socio-economic baseline and to understand the socio-economic impact of our operations.

This allows us to adapt our stakeholder and community strategies depending on the business plans of the site and the development plans of the community. Our broad objective is to create socio-economic benefits and a positive lasting legacy while minimizing the negative

impacts to our host communities over the life of mine. Socio-economic studies are conducted through specialist consulting companies.

Our Fort Knox mine, located in the Fairbanks North Star Borough (FNSB) in the state of Alaska, is one of Kinross'

mature mining operations. In production since 1996, the mine is a respected major employer and, together with our employees and their families who live and work in the area, a leading socio-economic contributor to the community. Fort Knox conducted its first socio-economic study in 2011 and second site-specific socio-economic study in 2015. Drawing upon data provided by the mine, state and local government as well as an employee survey, the 2015 results confirmed the essential and rising contribution of the Fort Knox mine to the local and state economy through stable direct, indirect and induced employment as well as the important role the mine and its employees play in the social fabric of the FNSB community.



Key findings of the study, based on 2014 data, are outlined below.

In November 2015, we presented the results to key stakeholders across Alaska through social media and a video presentation. We also presented the findings at Fort Knox’s annual stakeholder meeting and the Alaska Mining Association meeting in March 2016. While external stakeholders and employees had a good general understanding of the mine’s positive contribution to the local economy and way of life prior to the study, the response to the specific results of the study has been extremely positive. The Fort Knox mine is an example of how the industry not only pays for its way through tax revenue enhancement to local and state entities, but how mining sector employees benefit the host community. In 2016, Fort Knox will initiate the development of a sustainable communities’ action plan to help ensure that its contributions support a lasting and positive legacy in the community.

**SUMMARY OF FORT KNOX MINE ECONOMIC IMPACTS, 2014**

<b>Economic Activity</b>	<b>Impacts</b>
<b>Total Impacts</b>	
Total employment (direct, indirect, and induced) in Alaska	1,300
Total employment (direct, indirect, and induced) in FNSB only	1,180
Total payroll (direct, indirect, and induced) in Alaska	\$120 million
Total payroll (direct, indirect, and induced) in FNSB only	\$113 million
<b>Direct Impacts</b>	
Annual average employment	637
Annual payroll	\$66.6 million
Private sector spending on goods and services	\$206.8 million
Percent of total spending made in Alaska	72%
Percent of total Alaska private sector spending in FNSB	77%
Number of Alaska vendors	424
Payments to local government (FNSB)	\$6.9 million
Payments to state government	\$17.1 million
<b>Multiplier Effects</b>	
Indirect and induced employment in Alaska	663
Indirect and induced employment in FNSB only	543
Indirect and induced payroll in Alaska	\$53.4 million
Indirect and induced payroll in FNSB only	\$46.4 million
<b>Other Economic Impacts</b>	
Average annual employee household cash charitable contribution	\$624
Average hours of employee household volunteerism	126
Estimated employee household public school enrolment	330
Estimated state education funding from mine-related public school enrolment	\$2.8 million

“The results of the study demonstrate that Fort Knox is employing ‘Fairbanksans’, supporting our community and paying its way. As Alaska seeks to diversify its economy, mining should continue to be a lead contender.”  
**Jim Dodson, President, Fairbanks Economic Development Corporation**





### COMMUNITY CONTRIBUTIONS IN WASHINGTON STATE, USA

Kettle River-Buckhorn generated a range of socio-economic benefits in the local region in 2015, including providing employment for approximately 190 employees (of whom 98% live in the region), purchasing goods and services from about 134 local suppliers generating \$14.2 million in local procurement, and contributing about \$2.9 million in Washington State taxes, royalties and payments to governments. Our community investment strategy reached some 47,000 beneficiaries in 2015.

Throughout 2014 and 2015, Kettle River-Buckhorn worked closely with the local community as part of our community mine closure strategy. Over the past two years, we have focused on consolidating the positive legacy built up over the years, identifying the impacts of closure, and engaging with local stakeholders including recipients of Kettle River-Buckhorn support who need to find alternate sources of future support.

In 2014 and 2015, our community investment programs spanned a number of key areas.

- We continued our support of education through the schools in Ferry and Okanogan Counties, by contributing \$25,000 directed primarily toward technology and infrastructure improvements as well as vocational programs and scholarships.
- We supported a range of initiatives and festivals to strengthen tourism in the region to support the communities' local development goals.
- We also provided funding to support training for individuals interested in starting up or retaining a local business. See [A "Living" Community Plan for Closure at Kettle River-Buckhorn \(page 89\)](#).
- We continued to support a "good neighbour" donation program, where each December we donate \$1,000 to multiple local businesses in the area. Business owners use the funds at their discretion to provide store credit for customers who they know are suffering difficult times. This not only provides a boost to the local economy, but also directly helps local people in need. The program continues to be extremely well received and successful.

**PROVIDING EMERGENCY SUPPORT**

Wildfires have been prominent in Washington State over the past two summers and Kinross has been there to help. While our operations at Kettle River-Buckhorn were not directly affected by the fires, in 2014, our team at Kettle River-Buckhorn used its mine rescue trailer to deliver and donate over \$15,000 worth of goods and supplies to support displaced victims from the Carlton Complex fire in Okanogan County. Kettle River-Buckhorn's presence in the community has provided access to services and equipment that the community would not otherwise have available. Wildfires in 2015 resulted in the need for a local Red Cross Shelter, to which Kettle River-Buckhorn loaned a generator in case of power failure and donated \$16,000 worth of goods and volunteer labour.



Additionally, we provided \$100,000 to assist with the installation of a network of automated rain gauges to help

mitigate the risk of flash flooding that can be a consequence of severe wildfire devastation. This provides for increased safety of the community and the long-term benefit of the region in and

around the area affected by the Carlton Complex. Working with the Washington Department of Ecology, the \$100,000 in funding was part of our PCHB Settlement Agreement (#12-084).

**A "LIVING" COMMUNITY PLAN FOR CLOSURE AT KETTLE RIVER-BUCKHORN**

Mine closure is inevitable for all mines – it is a key part of responsible mining and requires planning that should be carried out responsibly and together with the local community.



As part of our SRP framework, we require all sites to develop and regularly update a community plan for mine closure. This planning helps to ensure that the positive socio-economic influence of our operations creates benefits in

host communities which endure after a mine closes, reducing the impact of associated loss of jobs, supplier contracts and tax revenues. While there is no regulatory requirement for such planning, it reflects Kinross' commitment to contribute to the positive development of the social, economic and institutional fabric of the communities where we work.

Our Kettle River-Buckhorn mine is a "living" road map of community closure planning for Kinross as the site approaches the end of its mine

life. During its eight years of mining at Buckhorn, the mine has produced over one million ounces of gold, has served as a model of environmentally responsible small-footprint mining and has worked to be a respected neighbour and partner in the local community. For the local community, the mine contributes an estimated 457 direct, indirect and induced jobs, representing about \$27 million into the economy based on payroll alone. As the mine prepares for closure, it will mark the first time in many decades that there will be no active or planned mines in the region.



Once operations end, approximately 85 families are expected to leave the area. The loss of jobs and movement of mine personnel out of the area are expected to impact housing prices and rental occupancy rates, power rates and school funding.

In this context, a comprehensive social closure strategy was developed taking into account a broad range of socio-economic data, perception studies, stakeholder mapping, and SWOT analysis. The strategy focused on two primary objectives. First, to engage with the community to ensure that the impacts of mine closure would be well understood. And, second, to mobilize existing resources to help local residents, including local small businesses, prepare for mine closure and to empower community stakeholders to take the lead on planning for the reality of post-mining. While initial engagement began in 2013 focused on specific groups that would be

significantly affected by closure, such as the Oroville School District, perception studies completed in 2014 revealed that many local stakeholders were not aware of mine closure and the associated potential impacts on the area. At the same time, local residents were generally concerned about the economy and jobs, were worried about the impact of mine closure on jobs and the economy, as well as the impact of families leaving the area.

Within this context, and with the knowledge that closure could “surprise” some people living in the community, our team augmented our stakeholder engagement with additional town hall meetings, print and social media, flyers and approximately 100 one-on-one stakeholder meetings to review impacts, ensure awareness and offer resources.

We also mobilized additional resources to provide a series of free new business and entrepreneurship training workshops in partnership with the Department of Commerce for the State of Washington that aligned with the development plans for both Ferry and Okanogan counties. We worked with local groups that had received financial and other support from the mine to help them identify alternative sources of funding.

Ongoing stakeholder engagement surveys have shown that these initiatives have been instrumental in preparing the community for a post-mining environment. These have resulted in several new entrepreneurial activities, including grasshopper farming, and have generated meaningful local dialogue about the future of the community.

**“Not just a good community partner, but a great one. There are government programs for individual needs, food, heating etc., but Kinross Kettle River-Buckhorn has provided funds for a sense of community, be it Republic, Tonasket, Chesaw, Wauconda, etc. Funds for a spirit of community. Thank you!”  
Donation recipient Wauconda Sock Hop/Car Show.**



#### COMMUNITY CONTRIBUTIONS IN NEVADA, USA

Kinross is the leading employer in the Big Smoky Valley, the remote rural region where our Round Mountain mine is located. Socio-economic benefits to Nye County from the mine in 2015 include providing jobs for approximately 875 employees (of whom approximately 100% live in the area), procuring approximately \$109.6 million in goods and services from about 483 local and Nevada suppliers, and contributing \$7.1 million in taxes, royalties and other payments to governments in Nevada. Our community investment strategy provides essential resources for educational, health and youth initiatives and contributed to over 17,800 beneficiaries in 2015.

Our in-kind donations of time and materials are a significant part of our contribution to the community, bringing skills and expertise to the community. In 2014 and 2015, together with our employees, Round Mountain provided 7,223 hours to local health, educational and civic causes and \$250,000 in donated equipment.

Round Mountain employee volunteers play a leading role in providing emergency volunteer services to the community. Twenty Round Mountain employees are Mine Emergency Response Technicians, 15 employees are EMTs and 12 are first responders. These employees are allowed to leave their shift to attend off-site emergencies on Company time and the Company provides the time off to support monthly certification training.

Employees also teach trades at the school and contribute their time to coaching football, basketball and track and field to maintain a vibrant extra-curricular program.

As the highest private sector taxpayer in Nye County, Round Mountain remained a significant contributor to funding of schools, road maintenance and libraries, and supports grants for parks and recreational facilities.

### FIRE TRUCK DONATION

Following the 2014 mill fire at our Round Mountain operation, we worked with the Round Mountain Volunteer Fire Department to review ways to improve fire response not only to our operations, but to the local community. One issue identified was that many of the

volunteer firefighters work at the mine, a 15-minute drive from the volunteer fire station in town. With this in mind, the Round Mountain mine donated a pre-owned fire truck to the Town of Round Mountain and built a garage and training facility at the mine site to

house the truck. This means volunteer firefighters working at site can get to their equipment quickly and ensures a fast response time for the surrounding community and the mine. At the end of the mine life, the truck will be relocated to the town of Round Mountain.



*"This fire truck is a dream come true. In rural Nevada, our resources are spread thin but, because of Round Mountain, we have this asset that most fire departments simply can't afford. I can't thank Round Mountain enough."*  
**Greg Teixeira (employee and volunteer firefighter)**

### BRIDGING THE GAP IN COMMUNITY HEALTH

Given the remote location of the Round Mountain operation, access to area hospitals has been an ongoing issue for our employees and their families.

Following the closure of the nearest hospital in August 2015, community residents need to travel over 160 miles to the nearest hospital. To help address this shortfall in accessible medical care for employees and the community, the mine extended its clinic days of operation from three to seven days a week in 2015. We have also opened a new Health Center building that houses not only the Round Mountain Clinic but provides office and treatment room space free of charge for new health-care providers in the area.

Round Mountain expects to continue to support accessible medical care for its employees and their families, and the surrounding communities, through the clinic and the Health Center during the remaining life of mine.



*"I can't think of anything worse than to drive 200 miles with three kids to a dentist appointment. This health centre is an asset not only to Round Mountain employees, but to the surrounding communities."* **Yvonne Scott P.A.C. (Physician Assisted Certified)**



### COMMUNITY CONTRIBUTIONS IN RUSSIA

We employ approximately 2,418 employees and contractors at our operations in Russia (of whom 98% are from Russia). Purchased goods and services from approximately 50 suppliers and generated \$71.6 million in local procurement within Chukotka, and contributed about \$151.7 million in taxes, royalties and payments to governments within Chukotka. Our community investment strategy reached over 15,000 beneficiaries in 2015.

Kinross has a strong record of social investment in the communities at Kupol and Dvoinoye. In the Chukotka region, where our mines are located, we support capacity development through our Kupol Foundation, with a focus on indigenous peoples, education, health and small business. In Magadan, home to more than 80% of our employees, and in Moscow, our activities focus on education and youth.

In 2014 and 2015, outside of the Foundation structure, our Kupol mine provided support for a variety of community initiatives, including:

- Contributed to the renovation of the Arts Hall for Children in Magadan, including support for replacement of windows in the building, as well as stage and lighting equipment to upgrade the facility. The improvements have contributed to a 20% increase in both the number of performances and the number of students engaged.
- Continued to support the career orientations program in Magadan and, at the request of the Department of Education, held three meetings to inform students' parents about labour markets, trends in development, professions and trades in demand, as well as insight into mining in Russia's Far East, and Universities that offer mining education. Over 90% of those who attended were interested in the career orientation project for schoolchildren.
- Participated in the 21st and 22nd inter-school scientific conferences for students from Magadan and Oblast. Due to the expansion in the number of topics, the volume of reports submitted has increased by over 40% since 2011. In 2015, we also supported the first Mayor's Robotics Cup competition in Magadan and over 50 students participated.
- Continued our sponsorship support of several previously reported initiatives, including the Annual Moscow State University Geological Competition, Tretyak Youth Hockey Tournament run by the Vladislav Tretyak Sports Academy, Charitable Christmas Bazaar featuring handcrafted arts from Chukotka and benefiting the orphanage in Anadyr, and the Annual Canada Eurasia Russia Business Association (CERBA) Charity Auction.
- At the Kupol training centre, 10 students (five employees and five people from the Chaunsk and Bilibino districts) participated in a Kinross carpentry program. The program involved 150 hours of classroom and practical training, testing and certification. Among the graduating participants, some are applying their new carpentry skills to make and repair furniture in the communities and others are working for local maintenance companies. Due to demand in the communities for this program, two groups of non-employees will be trained in 2016.

## KUPOL SOCIAL DEVELOPMENT FOUNDATION

The Kupol Foundation, established in 2009, provides funding for socio-economic initiatives in the Chukotka region. Under its governance structure, funding recommendations are made by an independent board of regional stakeholders, with one-third of the \$250,000 annual budget awarded to initiatives that support the region's indigenous peoples.

In January 2014, a formal agreement was signed with the Association of the Indigenous Peoples of Chukotka and Northern Gold, our subsidiary operating the Dvoynoye mine, as a foundation co-sponsor. We transferred a total of \$850,000 to the Kupol Foundation in 2014, including an initial endowment of

\$450,000. Together, our Dvoynoye and Kupol operations contribute \$400,000 annually to support the Foundation. In 2015, the Kupol Foundation contributed \$400,000 to support new and ongoing initiatives in the region.

### SUPPORTING TRADITIONAL LIVELIHOODS: THE "REVIVAL OF SLEDGE REINDEER HERDING" PROJECT

Many reindeer herders in the area have lost the skill of breeding and using reindeer to pull sledges, resorting to more mechanized equipment like snowmobiles for transportation. To preserve and revive the culture of nomadic reindeer herding, the Kupol Foundation provided support for a local project designed to promote reindeer breeding and training. To support the program, guidelines were established and supporting materials, manuals and educational films for reindeer herders and farm managers were developed.

A series of reindeer sledging training sessions were created to support the development of a "knowledge" database as visual aids for future training. In 2014, the first training session was held at a reindeer farm in the Kanchalan settlement. At the end of the session, 21 herders from several indigenous communities (including 14 men and seven women) participated in a sledging race.

In 2016, and with the continuing support of the Kupol Foundation, a second training centre will be set



*"This was the first time that a project of this kind is supported by technology – a documentary was filmed and an accompanying manual was developed and printed. From the very beginning, the creators of the project were concerned about its further development; their goal was to share the experience with the communities. It might be common practice for other regions, but it's unique for Chukotka."*  
**Vladimir Puya, member of Indigenous Peoples' Association Board**

up to distribute training materials from the program, including a video "Revival of sledge reindeer herding" to foster reindeer sledging skills in the community. Once firmly established, the

training centres will run independently from the Kupol Foundation, allowing for long-term positive outcomes for the community.



## WEST AFRICA

### COMMUNITY CONTRIBUTIONS IN GHANA

Our Chirano mine generated a range of socio-economic benefits in 2014 and 2015: provided employment for approximately 1,185 employees (of whom 98.1% are from Ghana), purchasing about \$141 million in goods and services within Ghana from 492 suppliers, and contributing over \$37 million in taxes, royalties and payments to governments in Ghana. Our community investments have reached approximately 90,000 beneficiaries in 2015.

Chirano's Corporate Responsibility Strategy focuses on community priorities of educational and skills development, as well as community health through medical supplies, training, and sanitation infrastructure, identified with and supported by the Community Consultative Community.

In 2014 and 2015, Chirano contributed to a wide range of community initiatives, including:

- In partnership with the Business Advisory Centre of the National Board for Small Scale Industries, Chirano provided support for an entrepreneurship skills and business development program for men and women living within the Akoti, Etwebo, Kwarkrom and Paboase communities. In total, 11 men and 67 women were trained, resulting in the startup of new food-based businesses, and the improvement of ongoing businesses with new-found skills.
- We began funding for a three-year skills training program to support enrolment of 30 youth from the three areas of Sefwi-Wiawso, Chirano and Ahwiaso to attend the Technical-Vocational Institute at Kumasi.
- We continued our funding of the Chirano Malaria Control Program. To learn more, see [Health and Wellness \(page 35\)](#).





### SUPPORTING GHANA'S STRATEGIC PLAN FOR EDUCATION

The Government of Ghana has placed a strong emphasis on the role of Information Communication and Technology (ICT) in the Ghana Poverty Reduction Strategy Paper (GPRS I&II) and the Education Strategic Plan 2003-2015.

At our Chirano mine, we saw this as an opportunity to help generate long-term socio-economic benefits for the community. In 2013, we built and equipped a modern ICT/Library Centre at Chirano to serve the communities within the Chirano Traditional Area. The project was commissioned in 2014. This new ICT/Library Centre, the largest of the ICT labs, has 24 computers and serves over 8,000 people within the Bibiani-Anhwiaso-Bekwai District. The smaller ICT centres have 12 computers

and occupy existing rooms in schools. A total of nine computer labs have been built within Bibiani-Anhwiaso-Bekwai District and Wiawso Municipality. This initiative has brought positive attention to the area, strengthening the educational resources in the community and contributed to the government's decision to build a senior high school in the community.

Additionally, Chirano partnered with the Books for Africa Library project, based in Ghana, in order to stock the new Chirano

Library with reading, reference and other books for all ages free of charge. The total cost of the Chirano ICT/Library with computers was \$433,000.

To manage the library for the benefit of all users of the facility, a management board has been established to support the trained librarians/ICT instructors and to ensure that the Centre remains open and available to the community even during school vacation periods.



**CASE STUDY: ADVANCING COMMUNITY HEALTH IN GHANA AND MAURITANIA THROUGH PROJECT C.U.R.E**

Communities in the regions around Kinross’ Chirano mine in Ghana and the Tasiast mine in Mauritania traditionally have suffered from poor access to health care, which contributes to poor maternal and child mortality.

Although local health-care providers are willing and diligent, the lack of infrastructure, basic medical supplies and training make it difficult to deliver quality care. As a result, community confidence and overall use in local health facilities are low.

For Kinross, achieving better health care is central to our overall goal of contributing to improved community well-being. Our partnership with Project C.U.R.E, in Mauritania since 2012 and Ghana in 2014, is playing an important role in advancing this goal in our West African host communities.

Project C.U.R.E., a Denver-based non-profit organization, is the world’s largest distributor of donated medical equipment to resource-limited communities. Working with in-country

health authorities, teams from Project C.U.R.E. and Kinross CR, the program identifies clinics and hospitals in need of support. Following extensive needs assessments by Project C.U.R.E., donated medical supplies and equipment are shipped in containers from the United States to the recipient facilities.

In Ghana, the focus is on the districts around the Chirano mine. In Mauritania, coverage includes both the local area and clinics around the country. By mid-2016, needs assessments have been conducted at 55 clinics and hospitals to ensure alignment between actual context, clinic staff capacities, and local health demands.

Since 2012, eight containers have been delivered to Mauritania and three to Ghana, benefiting 28 clinics and hospitals

in Mauritania and four in Ghana. Kinross’ annual contribution to Project C.U.R.E. of \$167,000 for both countries has helped deliver more than \$5 million in medical supplies such as gloves, syringes and a broad range of equipment, including autoclaves, electrocardiograms and ultrasound machines.

Periodic impact evaluations help Project C.U.R.E understand how supplies and equipment are being used to improve resources, eliminate redundancies and to quantitatively measure community health-care improvements. So far, 21 facilities have been evaluated in Mauritania and four in Ghana.

Impact evaluations in Mauritania and Ghana show that all clinics report improved staff morale, 90% of facilities report improved quality of health care, 76% have implemented new procedures, and 83% of clinics reported increased capacity to attend patients. 62% of


**“The gift is very timely because we just finished the construction of the new health center of the Moughata and these supplies will be used in its equipment.” (Hakem or Prefect of Timbedra), Mauritania.**

clinics observed that the equipment received matched their needs and that at least 60% of equipment was in use. The evaluations in both countries have shown that training in inventory control, and equipment operation and maintenance, will add value to recipient facilities going forward. Many clinics note that the supplies and equipment received enabled them to reallocate budget funds for extra staff, training, or supplies.

Training also plays a critical role. Through Project C.U.R.E.'s "Helping Babies Breathe" (HBB) program, 25 nurses and midwives in Ghana and 21 in Mauritania have been trained in essential baby care to ensure that basic postnatal procedures are followed and that problems are solved before they become life threatening. This "train the trainer" approach is a key aspect of the HBB program. In Ghana, clinic staff

report that more women have visited the clinics to deliver babies, a direct result of word getting out that it is safer to give birth in the clinic than at home.

Through the partnership with Project C.U.R.E. and other health projects, solid steps are being taken to save lives and to help keep families together by keeping mothers healthy.

[Watch the video](#) 

**"We are planning to do training for the benefit of all birth attendants and midwives to better disseminate these valuable techniques."  
Pr. Aichetou, Director of the Unit for the Acceleration of the MDGs (Millenium Development Goals), Mauritania**



**COMMUNITY CONTRIBUTIONS IN MAURITANIA**

At Tasiast, we contributed to a range of socio-economic benefits in Mauritania in 2015, providing jobs for approximately 1,199 employees (of whom 88.2% were born or lived in Mauritania), purchased \$143 million in goods and services from 236 local suppliers and paid approximately \$36 million in taxes, royalties and other payments to governments.

Job creation at Tasiast has contributed to positive impacts on local development. For background, see the [2013 Kinross Corporate Responsibility Report](#).

We supplement our direct economic contributions with strategic investments in community development. Our community investment strategy is focused on fostering local economic development through job creation, partnerships and shared value projects, while balancing the most urgent near-term needs of local residents in key areas such as health care and access to water.

We reached approximately 50,000 beneficiaries through a broad range of initiatives in 2015. Some key programs include:

- Livestock is critical to the health and economic well-being of the communities around the mine. Camels and goats are relied on for food and trade. We continued our support of the veterinary health program, bringing local veterinarians to local herders where they perform medical checkups, vaccinate and provide feed and vitamins to the animals, and provide training to herders and owners to recognize symptoms of disease and illness and provide basic first aid treatment. Since the inception of the program, over 11,000 animals have been treated and 95% of sheep and 40% of camels have been vaccinated. The positive impact on the local population has been recognized by the Community Co-ordination Committee (CCC). This program is implemented in partnership with the National Centre for Livestock and



*The general drying trend in this region of the Sahara creates challenging conditions for nomadic herders in the Tasiast area. For several years, Kinross has supplied water bladders for use by the nomads. This water is trucked in and then stored in large rubber bladders. The volume supplied increases during the dry season. On average, Kinross supplies about 12,000 m<sup>3</sup> of water per year in this program, which is very important to the local nomads and ensures water for both the community and its camels.*

Veterinary Research (CNREV), which is a national Mauritanian institution.

- Working with local NGO, École de Developpement (ECODEV), Tasiast is supporting a three-year project to foster economic development in the local communities of Benichab and Nouamghar. By the end of 2015, the program has created 575 jobs, which are of high impact since 80% of young people in the area are unemployed. The final report presented by ECODEV also shows that 245 people (71% are women and 29% young people) were trained in 12 training modules in Management, Accountancy, Business Planning, Farming, Citizenship, and Environment. A total of 45 micro-projects were funded at a cost of \$120,000, of which brickmaking,

gardening and a restaurant were funded for 15 young unemployed graduates. An adult literacy program was also delivered to 72 women from seven localities; 94% who can now read and write.

- Following the layoff of 148 Tasiast employees, the mine launched a \$400,000 “social package” to affected employees and their families. The package consisted of two components, including micro-financing and professional training designed to support employees as they transitioned to life beyond the mine. As of May 2016, Tasiast has provided financial support for all 51 projects presented, including 25 individual and 26 group projects, and has provided training for all of the laid off employees and their families.

## BUILDING CAPACITY THROUGH THE EDAWASS POUR LE DEVELOPMENT CO-OPERATIVE

The Tasiast gold mine situated in the Inchiri Wilaya of northwestern Mauritania is surrounded by 69 semi-permanent households, who saw the expansion of the Tasiast mine as an employment opportunity.

Although some low-skilled jobs were created and held by these local residents during construction, beginning in 2011, Kinross recognized that those jobs were largely short-term in nature and thus sought to understand ways of ensuring more long-term socio-economic opportunities for the community. After looking into various types of business models, and consulting with the community, we identified the brickmaking business as a viable option, as both the Tasiast mine and the broader regional market were in need of this service.

Kinross began its partnership with the local NGO, OKT Consulting, and technical training team, the Etablissement de Fabrique de Produits de Briques (EFPB), in 2013 to initiate the Edawass pour le Development co-operative and provide training for its members. By August 2014, the Co-operative was awarded its first commercial contract, valued at \$55,000, that was successfully completed in February 2015.

In the later part of 2015, Tasiast partnered with ECODEV to help facilitate the Co-op's sustainable transition to the city of Chami. The newly founded city proved to be a good location for the Co-operative as they are looking for infrastructure services during this time of growth. A total of 12 members received 3,500 hours of



on-the-job training from EFPB in 2014. A new set of brick molds has been ordered for the Co-operative to diversify the range of bricks manufactured and to better meet local market needs. To date, over 10,000 bricks have been put towards the construction of the new facility and to potential new projects in the growing city. Kinross has invested a total of \$270,000 to stimulate the development of the Tasiast Community Brick Paving Project. In addition, 35 members of the Co-op received 498

hours of training in petty cash, banking, basic accounting, adult literacy, numeracy, and stock management.

The Co-operative has also become an important source of skilled tradespeople, such as welders, to serve the local construction market in Chami. It has a promising future as a sustainable local business serving the broader local community, providing jobs and building capacity through training people in the local community.

**“One of the most important benefits from the Co-op is obviously the solid training our community received, both on labour and administration. We profited from a whole year of training on both, as well as rigorous training on literacy.”**  
**Co-op President, Mansour Abeidi**

## MOBILE CLINIC PROGRAM

Local residents living in the vicinity of our Tasiast mine have a traditional pastoral way of life and do not have access to basic services such as health care and education.

Public sector spending in health care is low and health facilities are lacking. To help improve the living conditions of these remote and nomadic populations, the Tasiast mine has contributed to a range of health-related initiatives by partnering with NGOs to help provide basic services.

Our mobile clinic project was established to provide local people in nearby and remote communities with access to appropriate health services. Working in partnership with NGO “Health without Borders”, the first phase of the clinic program ran from September 2012 until February 2014. The Mobile Clinics offered general medical consultations, patient care and free medication, screening for chronic diseases, support for maternal and child health, and public health education. In August 2014, working with new NGO partners, “Association for the Promotion of Health Information

and Community Development” (APIS-DC), we initiated the second phase of the program and added important diagnostic services such as blood testing, ultrasound, electrocardiograms and access to medical specialists to the services provided.

Today, the mobile clinic program serves about 16 localities around the mine, along the main Nouakchott-Nouadhibou road as well as in the Banc d’Arguin National Park area. Clinic visits to these three areas occur approximately once every two months, with over 20 days in-field for each mission. Since the mobile clinics began, an estimated 11,000 medical consultations have been provided. During the second phase of the program, 14 missions have been carried out over 18 months and have provided 6,833 medical consultations (generalists and specialists), 1,991 biological tests,

128 ultrasounds and 118 ECGs, and over 2,177 have participated in health education. Treatment is focused on the main areas of pneumological and rheumatic diseases, parasites, diarrhea, hypertension and oral/dental health.

Since the program began, the mobile clinics have had a significant positive impact, including increased monitoring for people with chronic conditions such as diabetes, hypertension and cholesterol, and providing access to on-site diagnostics and testing, reducing the need for travel to the cities of Nouadhibou or Nouakchott for diagnostic services and treatment. Efforts are underway to explore options to sustain this important service over the medium to long term. Kinross has invested approximately \$360,000 since the inception of the mobile clinic program.





## Managing Our Environmental Footprint

As responsible miners, we are committed to protect biodiversity, air and water quality, and to meet or exceed environmental regulatory requirements wherever we operate during all stages of a mine's life cycle.

### Inside this section:

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- 104 Environmental Compliance >
- 106 Our Water Strategy >
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- 110 Energy and Climate Change >
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- 121 Reclamation and Closure >



### OUR STRATEGY FOR ENVIRONMENTAL STEWARDSHIP

As responsible miners, we are committed to protecting natural habitats and biodiversity, air and water quality, minimizing our consumption of water and energy, and meeting or exceeding environmental regulatory requirements wherever we operate during all stages of a mine's life cycle.

Our corporate environmental governance programs are embodied within Kinross' Corporate Responsibility Management System (CRMS). They include environmental management standards, reporting requirements, performance metrics, and an internal audit program. Environmental performance is an integral component of the Corporate Responsibility Performance Metric (CRPM), and short-term incentives for compensation are tied to environmental compliance with Kinross' environmental management system. In late 2015, as part of a strategic corporate reorganization, responsibility for environmental management became part of Kinross' Operations Group, further strengthening the integration of environmental stewardship with business strategy. Responsibility for environmental management and

stewardship resides with the Vice-President, Safety and Sustainability and is reported directly to the Chief Operating Officer through to the Corporate Responsibility and Technical Committee of the Board of Directors.

At the local, regional and national levels, environmental performance is shared via stakeholder engagement mechanisms at our operating sites and projects. Environmental performance at each site is reported monthly, and to the Senior Leadership Team and the Board of Directors quarterly. Through our biennial CR Reports and our annual CR Data Tables, we provide a broad range of stakeholders with a transparent review of our environmental performance.

Our CRMS is based on international standards for environmental management systems (ISO14001),

expanded to include specific Kinross programs for material environmental issues facing the Company:

- Compliance
- Permitting and Design
- Water Management
- Tailings Management
- Non-Mineral Waste
- Energy and Climate Change
- Biodiversity
- Mine Reclamation and Closure

We conduct a comprehensive environmental and management system audit at each site every two years. Audits play a critical role in assessing our environmental performance and compliance against our management system. Kinross' Paracatu mine is also ISO14001 certified.



We reinforced our commitment and management of the environment through a number of important initiatives in 2014 and 2015, including:

- Strengthened our Tailings Management program and standard across Kinross, enhancing independent review and introducing new best practices to the systematic evaluation and monitoring of all our tailings facilities. The updated standard was launched across Kinross in 2015;
- Worked closely with our sites to continue implementation of Kinross' water strategy, including establishing site-specific metrics and management targets for more efficient water use;
- Completed a Cyanide Code certification review at Tasiast and certified in substantial compliance. Remaining action items are being addressed to meet all requirements;
- Achieved Cyanide Code recertification at Paracatu, Kettle River-Buckhorn, Fort Knox and Maricunga;
- Completed environmental audits at Fort Knox, Tasiast, DeLamar, Kupol, Dvoinoye, Round Mountain, Kettle River-Buckhorn and Chirano;
- Continued effort to improve energy efficiency at operating sites through continuous improvement initiatives over the life of mine.

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## ENVIRONMENTAL COMPLIANCE

Kinross' activities are subject to a large number of environmental laws and regulations with a complex variety of permit conditions, environmental regulations, and reporting deadlines in each of the jurisdictions where we operate.

Compliance with these requirements is our first priority when it comes to protecting the environment where we work. To manage this, each site maintains a compliance register that contains all specific requirements and assigns responsibilities for all tasks required to manage and maintain compliance with those requirements. Each site's compliance record is

included in the CRPM and performance against a compliance indicator directly affects its annual performance evaluation. All new employees receive compliance training as part of their orientation training package.

In 2014, Kinross sites had zero Notices of Violation (NOVs) and paid fines of \$116,000 pertaining to NOVs issued

in prior years for adverse impacts to wetlands in Chile and water quality in Brazil. In 2015, Kinross received a total of four NOVs and associated fines totaling \$7,557. At Maricunga, we received notification in 2015 of a sanctioning process regarding alleged impacts to wetlands, which are reported on page 67 of this report.



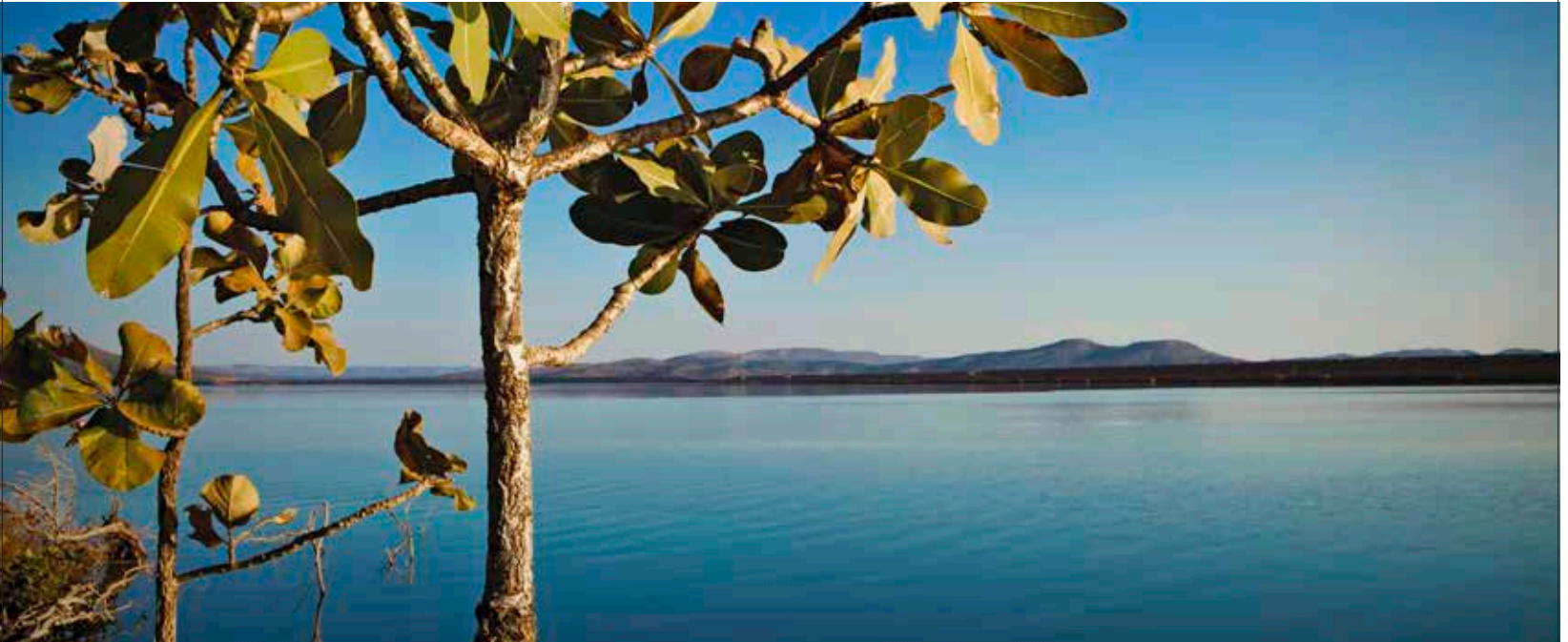
## SPILLS AND RELEASES

All Kinross operations are designed and operated to minimize the potential consequences associated with accidental chemical spills and unplanned releases of untreated water.

Our operations are designed with secondary containments with sufficient storage capacity to prevent the release of accidental spillage or unplanned releases associated with storm events or operational upsets. Should an incident occur, emergency plans are in place to enable our operations to respond quickly and effectively to protect personnel and the environment, reduce the size and potential consequences of the incident, and promptly clean up and remediate the area. We have established mutual aid alliances with local and regional emergency response services to provide valuable ongoing experience and training for our emergency personnel to improve our ability to respond to chemical transport incidents outside our sites.

In 2014 and 2015, Kinross operations had two major releases, a significant improvement from the 11 spills which occurred during the 2012-2013 reporting period. Both releases occurred at Tasiast and were contained on-site, promptly remediated and resulted in no significant environmental effects. The 2014 release occurred following a significant 100-year storm event which caused an overflow from an intermediate process pond and released approximately 20 m<sup>3</sup> of process water. The 2015 release involved process water from the dump leach facility, which leaked through the liner to underlying soils. The volume of process water released could not be quantified. Remediation of both releases has been completed, process water is contained and work to repair the process ponds is underway.

At our La Coipa operation, tailings seepage was detected in control wells in the mid-1990's. Since that time, an extensive remediation strategy has been implemented. In 2007, and as previously reported, Kinross made a voluntary declaration outlining its environmental commitments, which was approved by Chilean authorities. In 2008, additional controls were put in place to reduce mercury mobility on the tailings. We have continued our remediation of groundwater contamination at La Coipa. See [Stakeholder Issues Table \(page 68\)](#) of this report.



## OUR WATER STRATEGY

Water is vital for life as well as our mining operations. Optimizing our processes to manage water consumption is essential to our business.

We understand that our licence to operate depends upon our ability to demonstrate responsible stewardship of this invaluable resource. Kinross' water strategy is aimed at improved measurement and understanding of our water consumptive activities, assessment of the drivers affecting the "value of water", and development of appropriate site-specific conservation strategies.

### DETERMINING THE "VALUE OF WATER"

While we recognize the value of water at all operations, we also recognize that specific conditions vary from site to site and must be accounted for in our operating strategies. Each Kinross site determines water value through the assessment of four key drivers, including the importance of the resource to stakeholders, the costs associated with supplying water and meeting discharge standards, the identifiable risks to reliable supply and

acceptable discharge water qualities, and the magnitude of our "water footprint" or impact.

The value of water guides our strategy development and implementation that includes engagement with our stakeholders to identify and address their concerns, conservation measures, direct employee action, and effective management. For our sites operating in regions where water supplies are scarce, or "water stressed", the value of water is high and risk mitigation measures are incorporated into the water management strategy accordingly.

### STANDARDS AND REPORTING

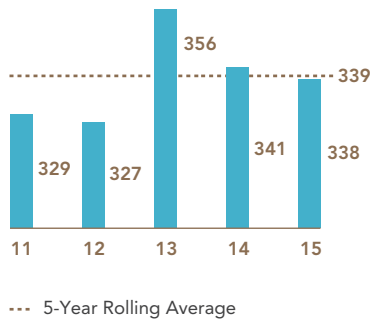
Kinross' Water Management Strategy and Water Management Standards require each site to understand its water footprint and to implement management and mitigation measures to avoid or minimize impacts. International standards, such as the ISO14046 – Water

Footprinting, and the International Cyanide Management Code were considered in the development of Kinross' water management standards. The standards require:

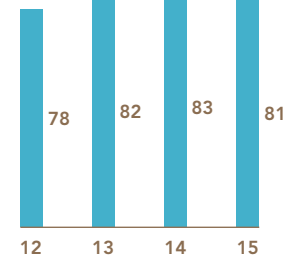
- Characterization of water resource and identification of risks and opportunities to occur at the project planning and design stages;
- Documented water management plans updated annually;
- Comprehensive and current predictive water balance models;
- Monitoring, inspection and maintenance programs for water supply and treatment infrastructure;
- Discharge limits;
- Routine review and update of management controls and water balance models following major storm events;
- Quarterly reporting on water consumption and water balance accuracy.



**WATER INTENSITY RATES**  
(LITRES/TONNE OF ORE PROCESSED)



**WATER RECYCLING RATES**  
(RECYCLED WATER) (%)



Between 2014 to 2015, Kinross’ total water intensity rate decreased from 356 l/t of ore processed in 2013 to 341 l/t in 2014, to 338 l/t in 2015. Five of our eight operating sites have reduced their annual consumption intensity rates since 2013. We have reduced total water consumed by 13% and 15% year-over-year. These improvements are due to a combination of reduced precipitation, improvements in water use efficiency, and a reduction in the amounts of ore processed. Maricunga, operating in the water-stressed Atacama region in Chile, achieved a 22% reduction in water consumption in 2014, the best in the Company. Since 2013, our largest water consuming operations, Paracatu and Fort Knox, have reduced their total water consumption by 24% and 39%

respectively. Tasiast has also achieved a 38% reduction in its water consumption since 2013.

In 2014 and 2015, each of our sites established an internal “management training target” for water consumption. These targets are designed to measure water conservation and efficiency measures. Going forward, Kinross will continue to measure and internally report consumption volumes and rates; however, operations are also establishing site-specific objectives that will ensure sufficient water supply as well as comply with expected water quality in future years.

All of our operations are designed to recycle process water. Our operations recycled 83% of the volume of water consumed in 2014 and 81% in 2015.

Two of Kinross’ nine producing mines, Maricunga (fresh water) and Tasiast (salt/brackish), are located in regions that are characterized as water stressed.

An eight-year drought in Chile’s Atacama region has underscored the importance of water management at our Maricunga mine. Historically our most efficient water operation, Maricunga has achieved a 20% improvement in its intensity rate since the inception of its water saving measures in 2012.

At Tasiast, we implemented a range of measures to reduce withdrawal and improve water management. Tasiast does not withdraw water from potable or freshwater sources.

**WATER MANAGEMENT TOOLBOX**

Depending on site-specific conditions, there is a range of management practices and measures provided in a “toolbox” for sites to consider and implement. The toolbox currently includes:

- information on water consumption;
- water conservation;
- pond covers;
- water balance guidance.

Sites have individually implemented water recirculation measures, including:

- heap leach irrigation techniques;
- dust suppressant alternatives;
- water flow metering and leak detection;
- water treatment and water diversion structures.

**PARACATU RECOGNIZED FOR SPRING PROTECTION PROJECT**

In March 2016, Paracatu received recognition for its contribution to the Spring Protection Project to rehabilitate water springs near the Paracatu river basin.

The water conservation project was awarded the Hugo Werneck Award for the "Best Example of Water, Air, Flora and Fauna" category in Belo Horizonte. Since the project began in 2009, it has restored 150 springs in 73 farms, totaling 890 hectares. Paracatu expects to protect

another 30 springs this year. The site has also built 60 km of fencing around the sources to deter animals from trampling on the delicate soil while the water springs are being restored. Due to the ongoing collaborative efforts between Kinross, the non-profit organization

Green Movement, the Minas Gerais State Forestry Institute, local farmers and the community, areas that were previously drying up are now consistent water sources, even during the dry season. This significantly helps farmers with their crops.





## AIR EMISSIONS

Every Kinross operation has been designed so that air emissions will not have a significant impact on air quality and will meet or exceed the regulatory requirements in each jurisdiction where we operate.

We employ a corporate-wide standard that embraces North American best practices to maintain non-point source dust emissions below 20% opacity, which refers to the degree that dust obscures visibility. Kinross employees have been trained to visually measure opacity and recognize when additional particulate emissions controls, which include roadway watering and driving speed reductions, may be required.

Kinross routinely tests all point sources, with particular emphasis on potential mercury emissions from thermal processes associated with refining,

carbon regeneration and retorting, to determine emissions levels and the adequacy of existing controls. Mercury emissions can occur in some types of gold deposits containing trace amounts of this naturally occurring metal. Kinross has implemented best practice controls at sites where mercury is present in ore in appreciable amounts (Fort Knox, Round Mountain, Kettle River-Buckhorn and La Coipa, which has been on care and maintenance since October 2013).

Other common air emissions are the result of hydrocarbon combustion in trucks and other heavy equipment,

mobile generators, and other power generation sources. These emissions include nitrogen oxide (NO<sub>x</sub>) and sulphur oxide (SO<sub>x</sub>). Kinross' estimated emissions of NO<sub>x</sub> were 1,606 metric tonnes in 2014 and 1,698 metric tonnes in 2015. Estimated SO<sub>x</sub> emissions were 709 metric tonnes in 2014 and 716 metric tonnes in 2015.

While Kinross' air emission standards require all of our operating sites to maintain an inventory of Ozone Depleting Substances (ODS), the volumes of ODS are low and this is not material.

## MANAGING NOISE AND VIBRATION

Kinross uses explosives in its mining operations, which can create dust, noise and vibration. We work closely with local stakeholders to address these concerns. Wherever possible, we strive to minimize

the noise and seismic impact from blasting using sophisticated monitoring controls and operational adjustments. For example, at Paracatu, we rely on community monitors to ensure that we are

living up to our regulatory commitments in terms of noise and vibration levels. To learn more, see previously published [Case Study: Community Monitoring Program Builds Trust in Paracatu](#).



## ENERGY AND CLIMATE CHANGE

Recognizing climate change as one of the most important issues on the global sustainability agenda, we look to the evolving regulation of carbon emissions in each jurisdiction where we operate, and the overall status of the carbon market, as determining factors for our approach to climate change.

In parallel, we work continuously to improve our energy efficiency and diversify our energy sources, incorporating energy efficiency into the design of new projects and considering opportunities for renewable energy where feasible. Decision-making incorporates life-cycle assessment, not just initial costs, thereby placing an emphasis on efficiency over the life of the project. Climate change impacts and strategies to address them are a key component of the Environmental Impact Assessment (EIA) process for permitting new mine projects. In April 2016, the Mining Association of Canada issued Principles for Climate Change Policy Design which is consistent with Kinross' philosophy in this area.

We also benchmark our performance against our peers. Kinross has lower energy intensity, and has lower greenhouse gas (GHG) emissions per

tonne of ore processed than most of our peers in the mining industry. In 2014, the last year for which benchmarking data are available, our GHG emissions intensity (per tonne of ore processed) amounted to about 30% of the average emission intensity for the top 10 gold mining companies globally. See, <http://www.kinross.com/corporate-responsibility/environment/default.aspx>

During 2014 and 2015, we implemented a wide variety of energy efficiency initiatives across our sites which cumulatively have delivered an annualized energy savings of nearly 0.5 million GJ, representing a 2.9% reduction over 2013 operations.

Energy efficiency projects carried out from 2012-2015 have resulted in estimated GHG reductions of 142,000 tonnes CO<sub>2</sub>e, based on the operational conditions at the time of project implementation.

Energy is managed on both the supply and demand side. There are many factors that influence our ability to secure energy supplies, including global demand, fuels available in a given region, geographic isolation and the possible need for "off-grid" on-site generation, transmission constraints, and regulatory uncertainties. We strive to diversify our energy needs where feasible and consider opportunities for renewable energy where economically viable. In 2015, energy represented 18% of our operational cash costs.

Our demand-side strategy encompasses both energy efficiency/continuous improvement at operating sites and incorporating energy efficiency into the design of growth projects. Decision-making incorporates life-cycle assessment, thereby placing an emphasis on efficiency over the life of

the project. Our Energy group, part of our Operations Strategy unit, facilitates our Company-wide energy program.

Launched in March 2016, Kinross' Achieving Excellence initiative focuses on advancing Kinross' ongoing effort to produce the most ounces in the most efficient and cost-effective way possible. Achieving Excellence will focus on our operations and will be site led and site owned. Reducing energy use is an integral part of this strategic initiative to improve operational efficiencies and reduce costs.

We also have a Company-wide energy management initiative to facilitate the sharing of best practices.

**ENERGY USE**

The amount of energy used at our mines is a function of the amount of material mined, the hardness of the material, the distance and pit depth from the mine to processing facilities, the processing technology, and many other site-specific factors. Direct energy consumption includes fuel for our haulage/mine fleet, vehicle transportation, in-house power generation, heating and aviation uses. At most sites, we purchase electricity from external suppliers.

During 2015, our operations consumed 16.6 million GJ of energy (i.e., purchased electricity and fuels), compared to 16.3 million GJ in 2014, an increase of 1.8%.

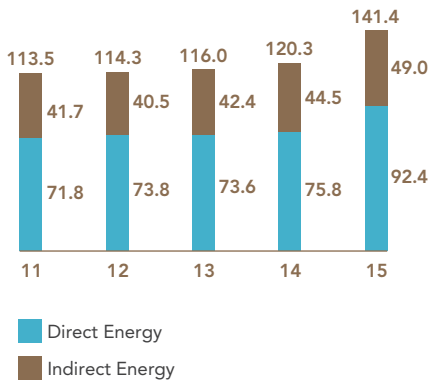
Energy intensity, the amount of energy consumed per tonne of ore processed, is a key measure of efficiency. Typically,

energy intensity increases as mines mature. The energy intensity increased from 120 MJ/tonne ore processed in 2014 to 141 MJ/tonne in 2015. This reflects the increase in the haulage distances and slopes as the active mining areas move deeper. In addition, at some mines the ore is harder as the depth of excavation increases, consequently requiring more energy for processing. A number of other factors contributed to this increase in energy use in 2015, including:

- Self-generation of power at Maricunga following the extreme rainfall and damage;
- Operational disruptions at Paracatu;
- A reduction in heap leaching at Tasiast (which has lower energy intensity).

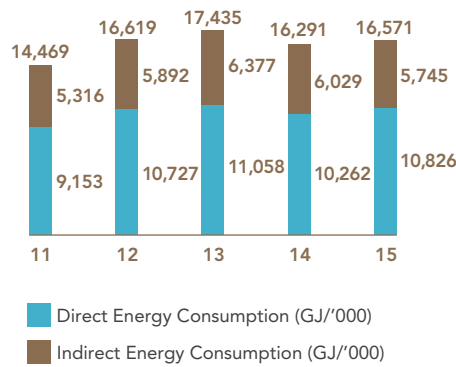
**ENERGY DIRECT AND INDIRECT INTENSITY RATES**

(MEGAJOULES/TONNE OF ORE PROCESSED)

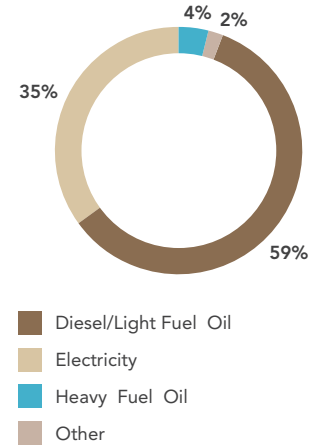


**TOTAL ENERGY CONSUMPTION**

(GIGAJOULES X 1,000)



**2015 TOTAL ENERGY CONSUMPTION BY TYPE**





## GLOBAL ENERGY EFFICIENCY PROGRAM

As part of our Achieving Excellence program, each operating site strives to reduce energy consumption using the following philosophy:

- **Be Disciplined**, understand where and how we use all our energy by sources to establish baselines and energy Key Performance Indicators (KPIs)
- **Be Proactive**, conduct energy assessments/audits at our operations to identify and implement energy projects;
- **Be Sustainable**, implement means of achieving continuous improvement in energy management.

We regularly hold forums with representatives from each of our operating sites to:

- Generate new ideas for energy savings;
- Promote energy efficiency initiatives;
- Share knowledge and best practices;
- Track the Key Performance Indicators (KPIs);
- Support energy awareness initiatives.

We are also working closely with our suppliers to find additional opportunities to reduce our energy intensity through the use of global best practice technologies.

## ENERGY EFFICIENCY ACHIEVEMENTS

During 2014 and 2015, we implemented a wide variety of energy efficiency initiatives across our sites, which cumulatively have delivered an annualized energy savings of nearly 0.5 million GJ, representing a 2.9% reduction over 2013 operations. As a result of

these initiatives, Kinross has achieved approximately 34,000 tonnes/year of CO<sub>2</sub>e savings.

The wide range of energy savings measures included:

- Waste heat recovery from reciprocating engines;
- Remove idling equipment;
- High efficiency motors;
- High efficiency LED lighting;
- Process optimization in crushers and mills;
- Replacement of mine vehicles with more energy efficient vehicles;
- Mobile fleet – improved fill factor and driver training to optimize performance;
- Energy monitoring systems;
- Reduced compressed air leaks;
- Fuel Management systems.





Kinross has an active program for Advanced Driver Simulation at several of its mine sites. The program uses life-size simulators to measure fuel consumption on a typical workday. Opportunities to improve efficiency are identified and drivers are then trained on techniques for increasing fuel efficiency before being re-measured in the simulator under the same driving scenarios. These improvements are significant, especially when it comes to driving on ramps and hills.

**GHG EMISSIONS**

Kinross has been reporting (based on The Greenhouse Gas Protocol: A Corporate Accounting & Reporting Standard (Revised Edition)) to the Carbon Disclosure Project (CDP) on GHG emissions since the 2005 operating year and, in 2015, we were selected as a 2015 CDP Climate Disclosure Leader. Historical benchmarking against our industry peers in the gold industry shows that our GHG emissions intensity (per tonne of ore processed) amounted to about 30% of the average emission intensity for the top 10 gold mining companies globally.

Kinross tracks and reports GHG emissions for direct (Scope 1) and indirect (Scope 2) emissions, defined as:

**Scope 1 Emissions**

These are direct emissions from GHG sources owned or controlled by Kinross. It includes fuel consumption from owned or controlled fleets, all

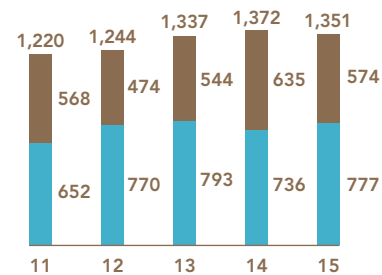
owned or controlled activities, on-site power generation, and explosives used to mine ore. Emission factors were generally taken from publications of the Greenhouse Gas Protocol.

**Scope 2 Emissions**

These emissions do not physically occur from within the Kinross boundary and are therefore “indirect” emissions. Scope 2 emissions are related to purchased electricity, which is drawn from utility grids in countries where we operate. Some of the purchased electricity comes from renewable sources. The emission factors used for the calculations were either provided by the electric utilities or based on best available published data. Since 2013, there was a significant increase in the emission factors of our electricity supply in Brazil, which resulted in an increase in our Scope 2 intensity factors.

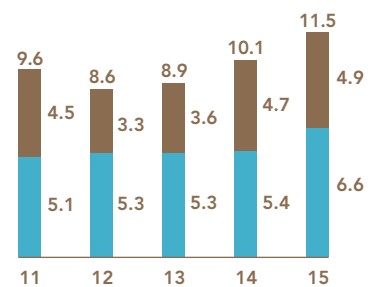
Overall, emissions dropped from 1,372 ktonnes of CO<sub>2</sub>e in 2014 to 1,351 ktonnes in 2015, a decrease of 1.4%. During

**KINROSS GHG EMISSIONS SCOPE 1 AND SCOPE 2**  
(1,000 TONNES CO<sub>2</sub>e)



■ Scope 1 (ktonnes CO<sub>2</sub>e)  
■ Scope 2 (ktonnes CO<sub>2</sub>e)

**GHG INTENSITY RATES**  
(KILOGRAMS CO<sub>2</sub>e/TONNE OF ORE PROCESSED)



■ Scope 1 (kg CO<sub>2</sub>e/tonne ore processed)  
■ Scope 2 (kg CO<sub>2</sub>e/tonne ore processed)

the same period, the tonnes of ore processed decreased by 13%, which was offset by an increase in energy intensity.

**Scope 3 Emissions**

These emissions measure the GHGs generated from indirect emissions in the supply chain related to combustion of fuels used by contractors and from indirect emissions of purchased lime and cyanide. In 2014, our Scope 3 emissions were 208 ktonnes and 171 ktonnes in 2015. We report Scope 3 emissions as part of our CDP submission.

In 2013, we also estimated the emissions related to employee travel and employee commuting as well as emissions associated with our leased corporate and regional offices. Kinross concluded that these emissions are not significant (less than 1% of our total Scope 1 and Scope 2 GHG emissions) and, therefore, we have not included corporate travel and office emissions in Scope 3 estimates.

In 2015, Kinross was identified as a Canadian leader for the quality of climate change related information that it has disclosed to investors and the global marketplace through CDP,

the international not-for-profit that drives sustainable economies. We were therefore awarded a position on the Canada Climate Disclosure Leadership Index (CDLI), in the Canada edition of CDP's annual global climate change report. Kinross earned its position on the index by disclosing high quality carbon emissions and energy data through CDP's climate change program. The reported data was independently assessed against CDP's scoring methodology, and those organizations graded within the top 10% constitute the CDLI.

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**CLIMATE CHANGE RISKS AND OPPORTUNITIES**

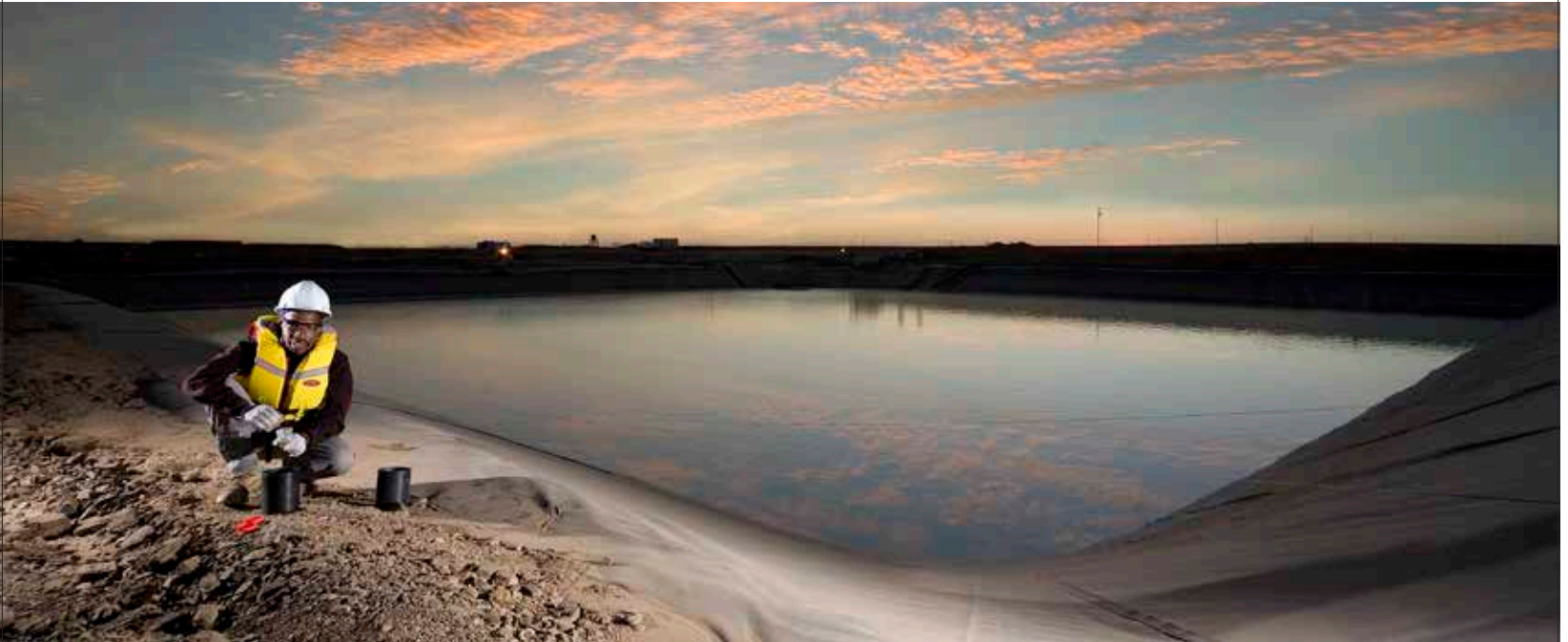
Climate Change risks and opportunities are managed through our Enterprise Risk Management (ERM) Program.

Risks are identified under a broad range of categories that include Climate Change issues. As part of the permitting and approvals process for new mine projects, Environmental Impact Assessments (EIAs) are conducted to

international standards. As part of the EIA, long-term risks and environmental issues beyond six years are also considered. Climate change impacts and strategies to address them are a key component of the EIA process.

For a detailed review of climate change risks, see Kinross' 2016 submission to the Carbon Disclosure Project at [cdp.net](http://cdp.net).





## WASTE MANAGEMENT

Our mining operations produce mineral wastes, such as tailings and waste rock, and a comparatively small amount of non-mineral wastes.

While efforts are made to minimize non-mineral wastes through reuse and recycling, the amount of mineral wastes, tailings and waste rock, is directly related to the amount of ore processed.

Over the past several years, high-profile environmental incidents associated with the failure of tailings facilities have underscored the critical importance of rigorous standards for managing mineral waste for our industry and for Kinross. Our focus is on safe handling and proper disposal to ensure that environmental effects are minimized and that these materials do not pose a significant hazard to the environment, our employees and the local community.

## TAILINGS MANAGEMENT

Safe and responsible management of tailings disposal is critical to our business, our stakeholders and for our industry. At year-end 2015, Kinross had 13 open and 15 closed Tailings Management Facilities. Kinross implements best-in-class tailings management standards, aligned with the Mining Association of Canada's guidance on tailings management and International Commission on Large Dams, and incorporating best practices such as periodic independent review and detailed Operating, Maintenance, and Surveillance (OMS) Manual.

We review the effectiveness of our tailings management programs periodically and, on that basis, in 2015, we convened a global "round table" of independent leading tailings engineers, along with Kinross' leaders with primary responsibility for tailings operations and environmental management at our sites.

While the results of this review confirmed the overall strength of our existing standards and programs, several key areas for improvement were identified:

- **Reinforced accountability** by establishing the new role of "Qualified Person" for each site, designated by the General Manager to lead the cross-functional management of tailings facilities.

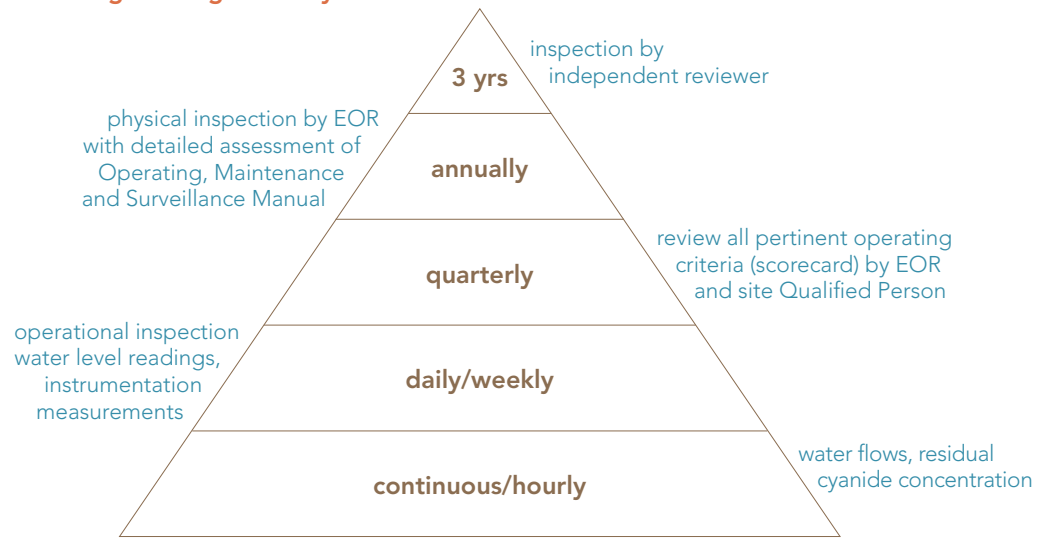
- **Increased role of the “Engineer of Record” (EoR)**, including approval of any construction involving excavation which could affect the integrity of the facility in any way.
- **Formalized operating plans and programs** by incorporating the group’s expertise in ways to make the OMS more user-friendly for the cross-functional teams involved in tailings management (environment, mining, processing, site services, planning, etc.).
- **Enhanced operations monitoring and performance reporting** through the introduction of a quarterly **Tailings Scorecard** that reviews the status of all site-specific key performance indicators related to surveillance, design, construction, closure, water management and tailings disposition. The Scorecards are completed by each site’s EoR in collaboration with the designated Qualified Person for tailings, and are reported to the Chief Operating Officer and reviewed by the CRTC of the Board.

- **Reinforced role of third-party, and “fourth party” independent review.** Since 2009, Kinross’ tailings management program has included annual inspections of each Kinross tailings facility by the EoR, and “fourth party” expert independent review at least once every three years. This practice has been strengthened by specifying the EoR inspection include documented findings based on review against each site’s OMS, and including

the status of recommendations by the “fourth party” independent review in the site’s Tailings Scorecard.

Together with our Company wide commitment to exemplary performance, Kinross’ new management framework further strengthens our ability to meet stakeholder expectations for ongoing safe and responsible tailings management.

**Tailings Management System**

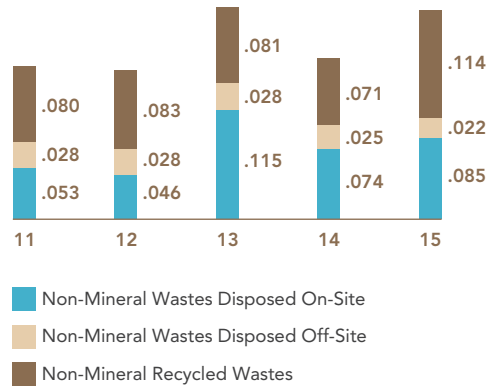


WASTE ROCK

Upon exposure to air, the newly exposed surfaces of mined rock begin to weather and oxidize. Because the nature of these oxidation products and potential associated water quality impacts vary for different rock types (including wide variation at a single deposit), Kinross conducts extensive studies to characterize the materials that will be exposed to weathering by our activities during exploration and pre-feasibility phases. Potential acid-producing materials are identified as part of the Kinross Way for Permitting. Our mining operations are developed with consideration for the expected geochemical transformations and to design and operate each of our mines to avoid or minimize impacts. Mineral waste management plans are routinely reviewed and updated to ensure that facilities are both physically and chemically stable. Regular monitoring and inspection are required to verify that design expectations are being met. Our reclamation plans are also developed to eliminate or minimize the potential for acid generation.

We continue to support and participate in the International Network for Acid Prevention (INAP), an industry group founded in 1998 that supports the development of technical guidance and standards for the prevention and control of acid mine drainage. INAP's research and guidance documents are available through its website: [inap.com.au](http://inap.com.au)

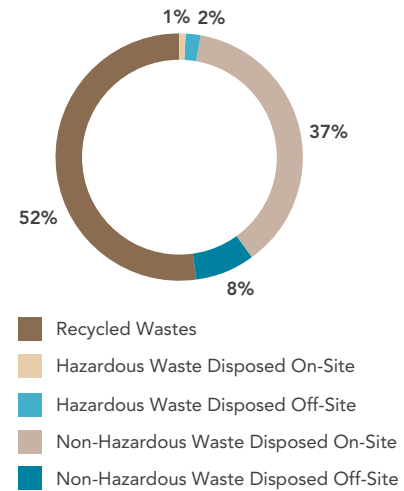
NON-MINERAL WASTE INTENSITIES (KILOGRAMS/TONNE OF ORE PROCESSED)



NON-MINERAL WASTES

Non-mineral wastes include everything that does not originate as earthen materials in the actual mine, such as spent batteries, fluorescent light bulbs, cupels and crucibles used in the analytical process, waste oil and spent solvents. Grinding media (mill liners), truck tires, and reagent packaging also fall into this category. We are continuously seeking ways to reduce waste generation as well as increase the amount of waste we can recycle or reuse. We dispose of materials that cannot be recycled or reused in a manner that is environmentally acceptable, in compliance with regulations and using handling and storage procedures that ensure people and the environment are protected. In 2014 and 2015, Kinross did not transport any hazardous waste internationally. We have recycling programs at each of our operations. We recycled approximately

NON-MINERAL WASTES BY CATEGORY (% OF TONNES)



42% of non-mineral wastes in 2014 and 52% in 2015.

Over the past two years, ongoing efforts to reduce and divert waste to recycling programs have contributed to improvements in the volume of waste recycled. During 2015, Paracatu recycled accumulated truck tires and scrap metal and began to use wood waste in reclamation projects, contributing to a 44% increase in recycled waste over the prior year. Fort Knox also increased the volume of waste recycled in 2015 by 35% over 2014.



## MANAGING CYANIDE

Since much of the ore that Kinross mines contains highly disseminated, low concentrations of gold, the use of aqueous chemical extraction processes using cyanide is the only economically viable method for extracting the gold from the ore.

The most efficient and environmentally safe reagent available for the dissolution and extraction of gold is cyanide. However, because of its hazardous characteristics, the use and management of cyanide requires stringent control at all times, from transportation to disposal.

Recognizing the importance of maintaining the highest standards of cyanide management, Kinross was one

of the initial signatory companies to the International Cyanide Management Code (ICMC) in 2005. The Cyanide Code requires on-site verification by an independent third-party auditor for initial certification and recertification every three years thereafter. Compliance with the Cyanide Code is a key part of Kinross' commitment to protect our workers, communities, and the environment in which we operate.

All of Kinross' gold producing operations use cyanide and all Kinross sites are certified under the Cyanide Code. A Cyanide Code certification pre-audit was completed at Tasiast in 2015 and a full audit was conducted in March 2016. Tasiast is certified in substantial compliance and remaining action items are being addressed to meet all requirements.



## BIODIVERSITY

Protection of the biological resources in close proximity to Kinross activities is a key element in Kinross' environmental strategy.

Protection of biological resources and minimization of impacts includes identification, monitoring and protection of both biodiversity and biological habitat. Understanding the ecosystems in the areas where we work is fundamental to our environmental and project planning. While our sites are located in very different environments, baseline studies provide us with critical information regarding population diversity, habitat and ecosystem services. With this information, we are able to avoid, minimize and mitigate our impacts. Our initial assessment and ongoing management plans are carried out in consultation with local stakeholders – governments, NGOs, indigenous peoples

and other community members – who can best help us understand and protect local ecosystems.

Activities are focused on preserving the designated habitat areas and that protected areas, as well as the protected and unprotected species living in protected areas, are undisturbed by mining. All of Kinross' operating mines are required to have Biological Management Plans in place. Our corporate-wide standards include ecosystem services as part of the impact assessment process. We provide training to support the preparation of Biological Resources Management Plans to ensure that sites provide stewardship and protection for biodiversity and biological habitats.

Biological Management Plans are audited at all Kinross sites every two years.

At Paracatu, Kinross has partnered with a local NGO (MOVER) as well as government entities to ensure a sustainable level of habitat protection. In 2015, as part of an agreement with the Brazilian government, 3,405 ha were turned over to the government for the creation of the Paracatu National Park, thus permanently establishing a protected area to be managed by federal authorities.

At our sites in Chile, Brazil and in Russia, there were 30 International Union for Conservation of Nature (IUCN) red-listed species present in 2015.



### PROTECTING WILDLIFE AT PARACATU

In keeping with our commitment to protect biodiversity, we contributed \$440,000 as part of an agreement with local authorities to help the Associação Mineira de Defesa do Ambiental (AMDA), a local environmental NGO, to build a wildlife rescue and rehabilitation centre for wounded animals in Paracatu.

The centre's clinic and nurseries are home to endangered mammals, reptiles and birds that are primary targets of smugglers.

The centre's objective is to recover and return approximately 7,000 animals to the wild annually. It also plans to host environmental awareness courses and

events for local community members, and specialized fauna management courses for biologists, veterinary surgeons and educational institutions.

**"It is estimated that up to 15% of the world's fauna smuggling occurs in Brazil. The creation of the wildlife centre in Paracatu will help the animals of Minas Gerais – that are illegally captured by smugglers – reintegrate into their native habitats. The centre will play a fundamental role in policing and controlling local fauna smuggling, which is one of the most significant causes of extinction of several local species."** Dalce Ricas, President, AMDA.





## RECLAMATION AND CLOSURE

Returning land disturbed by mining to stable and productive post-mining land uses is fundamental to responsible environmental stewardship.

All Kinross sites are required to develop and maintain reclamation and closure plans that, at a minimum, meet our corporate Reclamation and Closure Standards and in a manner that demonstrates excellence and establishes industry-wide leadership. In 2015, all of Kinross operating sites have closure plans in place.

At Kinross, mine closure planning begins at the pre-feasibility phase, before construction, and is regularly updated throughout the life of each mining operation. During operation, reclamation test plots as well as engineering and environmental studies and impact assessments assist us in verifying and optimizing reclamation strategies and plans.

Working with our stakeholders, reclamation planning entails an extensive analysis of land use options, environmental factors, and community development concerns and objectives. We review closure plans on an ongoing basis internally and with local stakeholders to support changes arising during permitting or mine expansion over the life of mine. As new information and technologies become available, we strive to keep closure and post-closure plans current, comprehensive and the costs up to date. Kinross' reclamation and closure liabilities are reviewed annually internally and externally by independent auditors.

Efforts are made to reclaim land no longer required for operations while mining operations are still active.

Concurrent reclamation reduces the area of land disturbed and long-term closure liabilities.

For example, a preliminary rehabilitation and closure plan for our Tasiast operation has been produced and approved by Mauritanian authorities. As required by the country's legislation, a final plan will be prepared two years before the cessation of mining; however, plans are progressed annually to address contemporaneous reclamation and closure opportunities as well as to continually refine our strategies and plans. An update to the reclamation and closure plan is currently underway and will be used in discussions with the Mauritania government to update surety placed to guarantee reclamation.



### CASE STUDY: ADVANCING RECLAMATION AT BUCKHORN MINE

For Kinross, reclamation and land restoration are an essential part of mine planning.

Over the years, we have established a strong track record of closure and reclamation as four of our sites – Mineral Hill, DeLamar, Manhattan and True North – have won the prestigious U.S. Bureau of Land Management (BLM) National Hardrock Mineral Environmental Award.


At Kettle River-Buckhorn, we have successfully reclaimed five properties around the Kettle River mill since 1995. Through our reclamation program, land previously used has been restored to such a natural condition that it belies the history of mining in the region.

As we move forward with the cessation of operations at the Buckhorn mine in 2016, we will leverage our experience and expertise to ensure the land is returned back to the community in a stable and usable state. This means working with our stakeholders to help ensure that our reclamation planning includes extensive

analysis of land use options, short- and long-term environmental matters, community development objectives, and adherence and compliance with regulatory obligations.

The land around our underground Buckhorn mine will be re-contoured and re-vegetated to ensure that the land fits into the topography, providing both environmental and aesthetic benefits. Our goal is to have as little visual difference between what the land looked like prior to the commencement of exploration and mining activities to after reclamation activities are completed. We expect the majority of the physical reclamation, such as removal of buildings and infrastructure, and the planting of trees and vegetation, to be completed two years after closure. We will also continue treating water and monitoring water quality for a period of time to ensure that water quality goals are met.

At the nearby Kettle River mill, where Buckhorn ore is processed, Kinross is planning for the temporary closure of the mill, which means buildings and infrastructure will remain in place. While the mill will be shut down and all necessary environmental precautions will be taken during its temporary closure, it will not be removed in order to preserve viability for any potential mining project in the future.

Successful reclamation at the sites near Buckhorn has been shared with many stakeholders, including local community groups, to show them the positive results of our reclamation activities and what they can expect at Buckhorn. We have also worked closely with multiple regulatory agencies to achieve these successes, and expect to do the same throughout the Buckhorn reclamation process. [Watch the video](#) 

## RECLAMATION SITES

At the end of 2015, Kinross had five reclamation sites – DeLamar, Hayden Hill, Mineral Hill, Sunnyside and Champagne, all based in the United States.

We continued to make progress with the reclamation efforts at those sites. An environmental audit was conducted at DeLamar in 2015.

In preparation for closure at the end of 2016, we advanced our reclamation and closure plans at Kettle River-Buckhorn, including working with the regulatory agencies and getting cost estimates to begin reclamation work at the site. To learn more about closure at Kettle River-Buckhorn, [see Social Closure Planning at Kettle River-Buckhorn](#).



## REMEDIATION AT SUNNYSIDE

The Sunnyside mine, located near Silverton, Colorado, was operated from 1986 to 1991 by Sunnyside Gold Corporation, which company was indirectly acquired by Kinross in 2003.

Since the mine's closure in 1991, Sunnyside has complied with all the terms of its reclamation permit and has met all of its regulatory requirements. Sunnyside has spent in excess of \$15 million on mitigation, remediation and reclamation in the area, and, in many cases, completed more remedial actions than legally required with much of the work completed on property not owned or disturbed by Sunnyside.

Sunnyside has worked with, and supported, the Animas River Stakeholders Group (ARSG), a local group made up

of multiple stakeholders – including government, NGOs and regulatory bodies – to pursue solutions to improve water quality in the Animas River.

In August 2015, the U.S. Environmental Protection Agency (EPA), while working in another mine in the district known as the Gold King, caused a release of approximately three million gallons of contaminated water into a tributary of the Animas River. In May 2016, the State of New Mexico filed a lawsuit naming a number of parties, including the EPA, Kinross Gold and Sunnyside

Gold, relating to the Gold King incident. Kinross Gold and Sunnyside Gold were not involved and have no responsibility regarding the Gold King incident, have never owned or operated the Gold King mine, and will vigorously defend themselves from this legal action.

The EPA is also actively investigating this historic mining district and has formally proposed adding portions of this district, including areas impacted by Sunnyside's operations and closure activities, to the U.S. Superfund National Priorities List.



**SUPPLEMENTAL INFORMATION**

**VOLUNTARY COMMITMENTS  
AND MEMBERSHIPS**

**Corporate**

Business for Social Responsibility  
Carbon Disclosure Project  
Devonshire Initiative  
Extractive Industries Transparency Initiative (EITI)  
International Cyanide Management Code for the Manufacture, Transport and Use of Cyanide in the Production of Gold  
International Network for Acid Prevention  
United Nations Global Compact  
Voluntary Principles for Security and Human Rights  
World Gold Council

**Canada**

Canada Council for the Americas  
Canadian Business for Social Responsibility  
Canadian Mining Innovation Council  
Mining Association of Canada  
Prospectors and Developers Association of Canada (e3 Plus)

**United States**

Alaska Chamber of Commerce  
Alaska Miners Association  
American Exploration and Mining Association  
Association of Washington Businesses  
Buckhorn Community Advisory Association

Council of Alaska Producers  
Eastern Washington Workforce Development Council  
Greater Fairbanks Chamber of Commerce  
Ferry County Historical Society  
Ferry County Visitor and Convention Bureau  
National Mining Association  
Nevada Mining Association  
Nevada Tax Payers Association  
Okanogan Economic Alliance  
Oil and Gas Industry Alliance  
Republic Chamber of Commerce  
Resource Development Council  
Rotary Club of Fairbanks  
Tri-County Economic Development District  
Women's Mining Coalition

**Brazil**

Associação Mineira de Defesa do Ambiente (Minas Gerais Association for Environmental Protection)  
Brazilian Association of Corporate Communication (ABERJE) Brazilian Association of Large Energy Consumers (ABRACE)  
Brazil-Canada Chamber of Commerce  
Brazilian Mining Institute (Instituto Brasileiro de Mineração)  
Commercial and Industrial Association of Paracatu  
Minas Gerais Association of Commerce-Mining Commission

Minas Gerais State Industry Federation (FIEMG)  
Movimento Verde de Paracatu  
National Confederation of Industries (CNI)  
Sustainable Development Agency of Paracatu  
Union of Extractive Industries of Minas Gerais State (SINDIEXTRA)

**Chile**

Chile-Canada Chamber of Commerce  
Consejo Minero de Chile  
Corporación Pro Atacama (CORPROA)  
PROhumana Chile

**Russia**

American Chamber of Commerce in Russia (Amcham)  
Canada Eurasia Russia Business Association (CERBA)  
Foreign Investment Advisory Council (FIAC)  
International Council for Co-operation and Investment (ICCI)  
Mining Advisory Council  
Russian Gold Producers' Union

**Ghana**

Ghana Chamber of Mines

**Mauritania**

Fédération des Industries de Mauritanie (FIM)

## AWARDS AND RECOGNITIONS

- Awarded RobecoSam Sustainability Award, Bronze Class
- Placed on the Ethibel Excellence investment register, Ethical Global Equity, and ECPI Global Carbon Indices
- Named among the Best 50 Corporate Citizens in Canada by Corporate Knights for the seventh consecutive year (2010, 2011, 2012, 2013, 2014, 2015, and 2016)
- Named among the *Maclean's* Top 50 Socially Responsible Companies in Canada for 2015
- Listed on the Jantzi Social Index® since 2007
- Named as a constituent of the MSCI Global Sustainability Index in 2014 and 2015
- Achieved a ranking of 20th out of 234 Canadian companies in the *Globe and Mail* 2015 annual corporate governance survey. In 2014, we ranked 41st out of 247 Canadian companies.
- Paracatu was named the "Company of the Year" in the Precious Metals and Mineral category by Brazil Mineral magazine
- Received a score of 97 out of 100 for our 2015 submission to the Carbon Disclosure Project, placing Kinross on the prestigious Canadian Climate Disclosure Leadership Index for 2015.

- Chirano received the most recognitions from the Ghana Chamber of Mines, Ghana Mining Industry Awards for Best Performer in Environmental Management, First runner-up in Occupational Health and Safety and First Runner-up in Best Company in Local Content (using local suppliers and making an impact in the community)

## HEALTH AND SAFETY

- Fort Knox received the Safety Award for Outstanding Dedication to Safe, Quality Production from the International Society of Mine Safety Professionals in 2014
- Round Mountain was named Safest Large Surface Mine by the Nevada Mining Association for 2013 and 2014
- Kettle River-Buckhorn received the Sentinels of Safety Certificate of Achievement from the National Mining Association for being in the top five of the safest large U.S. mining operations in 2014
- Paracatu received the "gold" safety ranking, Brazil's top rating for Health and Safety Management by Brazil's national safety agency
- Chirano received three awards from the Ghana National Mine Performance Agency for Best Improved Mine, Best Mine Team Based on Safety & First Aid, Second Place and Best Mine Based on Occupational Injury Statistics for 2015, Second Place

## ENVIRONMENT

- Chirano received national recognition as the Top Miner in Environmental and Corporate Responsibility by Ghana's Environmental Protection Agency in 2015 and Best Performer in Environmental Management in the Ghana Mining Industry Awards from the Ghana Chamber of Mines
- Paracatu received a 2014 Green Mine Award, Environmental Indicators - Water category, in recognition of its water springs recovery project from Brazil's *In the Mine* magazine
- Paracatu's Environment and Sustainability team received the "Sustentabilidade Stamp" (Sustainability Stamp) by the Brazil Sustainability Benchmarking program, an organization that promotes corporate environmental stewardship for its innovative approach to restoring vegetation to mine impacted areas
- Fort Knox awarded prestigious Honorable Mention for reclamation carried out at its True North mine by the Interstate Mining Compact Commission (IMCC) in 2015

## COMMUNITY AND WORKPLACE

- Kupol/Dvoinoye received a 2014 Mining Excellence Award – one of the most prestigious awards in the Russian mining industry – in the category "HR Project of the Year". The award celebrated our successful implementation of a certified professional training centre at Kupol



## 2015 CR Data Tables

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## KINROSS 2015 CORPORATE RESPONSIBILITY REPORT

### 2015 CR DATA TABLES

#### Aggregate Corporate Performance Data<sup>1,2,3,4</sup>

	2015	2014	2013	2012	2011
Ore Processed (Tonnes)	117,113,000	135,285,000	150,251,000	145,445,000	126,912,000
Attributable Gold Production (Gold equivalent ounces)	2,594,652	2,710,390	2,631,092	2,617,813	2,543,790
<b>Safety<sup>5</sup> (100% basis)</b>					
Lost-time Injury Frequency Rate	0.04	0.05	0.08	0.08	0.29
Fatal Injuries	0	0	0	2	1
Total Reportable Injury Frequency Rate	0.33	0.38	0.43	0.56	0.93
<b>Environmental</b>					
<b>General (100% basis)</b>					
Number of Regulatory Actions	4	0	8	2	2
Fines (US\$)	7,600	116,000	107,000	273,000	2,700
Number of Major Spills	1	1	6	5	10
<b>Energy/Greenhouse Gas</b>					
Total Energy Consumption (Gigajoules)	16,571,000	16,291,000	17,435,000	16,619,000	14,469,000
Direct Energy Consumption (Gigajoules)	10,826,000	10,262,000	11,058,000	10,727,000	9,153,000
Indirect Energy Consumption (Gigajoules)	5,745,000	6,029,000	6,377,000	5,892,000	5,316,000
Energy Consumed per Tonne of Ore Processed (Megajoules/Tonne)	141	120	116	114	113
Greenhouse Gas Emissions (Scope 1 and 2) <sup>6</sup> (Tonnes CO <sub>2</sub> e)	1,351,000	1,372,000	1,337,000	1,244,000	1,220,000
Greenhouse Gas Emissions (Scope 1 and 2) per Tonne of Ore Processed (Kilograms CO <sub>2</sub> e/Tonne)	11.5	10.1	8.9	8.6	9.6
<b>Water Use<sup>7</sup></b>					
Total Water Withdrawn - Groundwater (m <sup>3</sup> )	11,306,000	11,859,000	10,860,000	8,465,000	8,187,000
Total Water Withdrawn - Surface Water (m <sup>3</sup> )	12,639,000	16,759,000	20,756,000	14,507,000	11,945,000
Total Water Withdrawn - Precipitation Captured (m <sup>3</sup> )	24,537,000	34,440,000	51,823,000	13,574,000	30,016,000
Total Water Withdrawn - Salt/Brackish Water (m <sup>3</sup> )	3,026,000	4,206,000	5,671,000	6,120,000	5,924,000
Net Changes in Water Storage <sup>8</sup> (m <sup>3</sup> )	5,040,000	15,137,000	30,686,000	(9,462,000)	n/r
Total Water Discharged - Groundwater (m <sup>3</sup> )	2,025,000	2,244,000	2,096,000	1,709,000	1,709,000
Total Water Discharged - Surface Water (m <sup>3</sup> )	4,857,000	3,542,000	3,040,000	2,790,000	2,114,000
Total Water Consumed <sup>9</sup> (m <sup>3</sup> )	39,585,000	46,341,000	53,288,000	47,628,000	41,915,000
Water Consumed per Tonne of Ore Processed (Litres/Tonne)	338	341	356	327	329
Recycled Water Percentage (%) <sup>10</sup>	81	83	82	78	
<b>Significant Materials Use</b>					
Diesel Fuel (m <sup>3</sup> )	257,000	241,000	260,800	261,000	237,600
Heavy Fuel Oil (m <sup>3</sup> )	18,000	19,000	10,000	12,000	10,000
Cyanide (Tonnes as CN)	34,200	31,800	27,100	33,000	15,600
Lime (Tonnes)	161,800	222,700	189,000	192,000	168,200
Blasting Agents (Tonnes)	60,600	51,500	77,000	72,000	58,300

[A] Metrics marked with the assurance symbol have been assured by KPMG. 2013 assurance pertained to material environmental and safety data reported in Kinross' 2013 CR Report.

See 2013 Independent Limited Assurance Report. 2014 assurance pertained to 2014 energy and GHG data reported to the Carbon Disclosure Project.

As 2014 is a non-reporting year in Kinross' biennial CR reporting cycle, additional 2014 environmental and safety data was not assured.

See 2014 Independent Limited Assurance Report.

n/r = not reported

1 All figures are reported from continuing operations unless otherwise noted.

2 All figures are reported based on Kinross' percent of ownership (Kupol 75% up to April 27, 2011, 100% thereafter, Chirano 90% and Round Mountain 50%).

3 Figures shown are rounded and may not add up due to rounding.

4 Aggregated data from 2011-2013 includes La Coipa.

5 Frequency rates in all safety data are for 200,000 hours worked and represent data for both employees and contractors.

6 Scope 3 emissions for 2014 were 208,079 tonnes CO<sub>2</sub>e [A].

7 Because of the remote location of most operations, municipal water use is minimal and not reported.

8 Kinross began tracking this indicator in 2012.

9 The methodology consists of total water withdrawn less discharges and changes in on-site water storage.

10 In 2014, Kinross modified the Water Recycling calculation. Water Recycled Percentage is the water recycled as a percentage of the sum of the water consumed plus recycled.

Data for 2012-2013 has been revised according to the improved methodology.



## KINROSS 2015 CORPORATE RESPONSIBILITY REPORT

### Aggregate Corporate Performance Data

	2015	2014	2013	2012	2011
<b>Environmental (continued)</b>					
<b>Wastes</b>					
<b>Mineral Wastes</b>					
Waste Rock Mined (Tonnes)	129,401,000	98,563,000	135,466,000	174,043,000	149,805,000
Tailings Produced (Tonnes)	68,047,000	73,628,000	83,251,000	86,064,000	72,721,000
<b>Non-Mineral Wastes</b>					
Hazardous Waste Disposed On Site	377	492	497	462	629
Hazardous Waste Disposed Off Site	601	579	616	2,434	1,195
Non-Hazardous Waste Disposed On Site	9,586	9,485	16,824	6,255	22,313 <sup>11</sup>
Non-Hazardous Waste Disposed Off Site	1,985	2,865	3,567	1,642	2,324
Recycled Wastes	13,329	9,622	12,239	11,942	10,579
<b>Land Status<sup>13</sup> (Operations - 100% basis)</b>					
Total land disturbed and not yet reclaimed at beginning of reporting year (ha)	15,588	15,080	14,811	14,178	9,087 <sup>14</sup>
Land newly disturbed during reporting period (ha)	528	554	448	740	5,215
Land reclaimed during reporting year (ha)	39	46	179	107	124
Total land disturbed and not yet reclaimed at end of reporting year (ha)	16,077	15,588	15,080	14,811	14,178
Protected Habitat (ha)	4,396	7,801	7,791	7,774	4,441
<b>Land Status<sup>13</sup> (Closed Sites - 100% basis)</b>					
Total land disturbed and not yet reclaimed at beginning of reporting year (ha)	27	38	44	50	53
Land newly disturbed during reporting period (ha)	0	0	0	0	0
Land reclaimed during reporting year (ha)	7	11	6	6	3
Total land disturbed and not yet reclaimed at end of reporting year (ha)	20	27	38	44	50

<sup>11</sup> Includes a one-time amount of 15,981 tonnes of petroleum-contaminated soils at Round Mountain, which had been stored in mine site bioremediation cells.

In 2011, these soils were characterized as non-hazardous waste and disposed of in a permitted on-site facility.

<sup>12</sup> Non-mineral recycled wastes includes oil that is burned on Kinross' sites for heating. It also includes tires that are sent off site to be recycled.

<sup>13</sup> Land status reporting was modified to show the current balance of land disturbed.

<sup>14</sup> Includes the addition of 1,804 ha from the acquisition of the Taisast and Chirano operations.

## KINROSS 2015 CORPORATE RESPONSIBILITY REPORT

### Site Performance Data - Fort Knox, USA

	2015	2014	2013	2012	2011
<b>Operations</b>					
Mining Method: Open Pit					
Processing Method: Carbon-in-pulp (CIP), gravity, heap leach					
Employees	655	649	625	555	517
Ore Processed (Tonnes)	38,664,000	39,386,000	42,419,000	43,153,000	31,078,000
Attributable Gold Production (Gold equivalent ounces)	401,553	379,453	421,641	359,948	289,794
<b>Safety (100% basis)</b>					
Lost-time Injury Frequency Rate	0	0.12	0.00	0.12	0.14
Fatal Injuries	0	0	0	0	1
Total Reportable Injury Frequency Rate	0.56	0.84	1.07	0.47	1.35
<b>Environmental</b>					
<b>General (100% basis)</b>					
Number of Regulatory Actions	0	0	1	0	0
Fines Paid (US\$)	0	0	0	0	0
Number of Major Spills	0	0	0	1	1
<b>Energy/Greenhouse Gas</b>					
Total Energy Consumption (Gigajoules)	3,508,000	3,396,000	3,208,000	2,807,000	2,327,000
Direct Energy Consumption (Gigajoules)	2,465,000	2,366,000	2,204,000	1,830,000	1,413,000
Indirect Energy Consumption (Gigajoules)	1,043,000	1,030,000	1,005,000	976,000	914,000
Energy Consumed per Tonne of Ore Processed (Megajoules/Tonne)	91	86	76	65	75
Greenhouse Gas Emissions (Scope 1 and 2) (Tonnes CO <sub>2</sub> e)	423,000	455,000	417,000	362,000	243,000
Greenhouse Gas Emissions (Scope 1 and 2) per Tonne of Ore Processed (Kilograms CO <sub>2</sub> e/Tonne)	10.9	11.5	9.8	8.4	7.8
<b>Water Use</b>					
Total Water Withdrawn - Groundwater (m <sup>3</sup> )	4,156,000	4,558,000	2,555,000	1,606,000	1,660,000
Total Water Withdrawn - Surface Water (m <sup>3</sup> )	46,000	1,659,000	2,449,000	99,000	197,000
Total Water Withdrawn - Precipitation Captured (m <sup>3</sup> )	2,264,000	5,506,000	2,732,000	1,553,000	1,938,000
Net Changes in Water Storage (m <sup>3</sup> )	923,000	4,822,200	(633,022)	(1,149,727)	n/r
Total Water Discharged - Groundwater (m <sup>3</sup> ) <sup>15</sup>	0	0	0	0	0
Total Water Discharged - Surface Water (m <sup>3</sup> )	441,000	0	0	0	0
Total Water Consumed (m <sup>3</sup> )	5,103,000	6,901,000	8,369,000	4,407,000	4,808,000
Water Consumed per Tonne of Ore Processed (Litres/Tonne)	132	175	197	102	155
Recycled Water Percentage	85	88	83	88	
<b>Significant Materials Use</b>					
Diesel Fuel (m <sup>3</sup> )	63,100	60,300	55,700	47,600	39,400
Cyanide (Tonnes as CN)	2,000	1,664	1,318	1,120	1,021
Lime (Tonnes)	10,200	11,805	10,625	10,839	7,568
Blasting Agents (Tonnes)	13,000	9,651	12,991	12,991	5,800
<b>Wastes (Tonnes)</b>					
<b>Mineral Wastes</b>					
Waste Rock Mined (Tonnes)	32,450,000	29,783,000	35,772,000	31,325,000	23,311,000
Tailings Produced (Tonnes)	12,621,000	11,892,000	12,668,000	11,746,000	13,418,000
<b>Non-Mineral Wastes</b>					
Hazardous Waste Disposed On Site	0	0	0	0	0
Hazardous Waste Disposed Off Site	4	2	3	2	9
Non-Hazardous Waste Disposed On Site	606	276	427	0	0
Non-Hazardous Waste Disposed Off Site	97	60	232	39	653
Recycled Wastes	2,346				
<b>Land Status (100% basis)</b>					
Total land disturbed and not yet reclaimed at beginning of reporting year (ha)	1,651	1,627	1,551	1,501	1,489
Disturbance during reporting year (hectares)	14	24	76	50	12
Reclamation during reporting year (hectares)	0	0	0	0	0
Total land disturbed and not yet reclaimed at end of reporting year (hectares)	1,665	1,651	1,627	1,551	1,501
Protected Habitat (hectares)	0	0	0	0	0

<sup>15</sup> Significant increase in water stored during 2014 due to a record rainfall season.

# KINROSS 2015 CORPORATE RESPONSIBILITY REPORT

## Site Performance Data - Round Mountain, USA

	2015	2014	2013	2012	2011
<b>Operations</b>					
Mining Method: Open Pit					
Processing Method: Heap leach, carbon-in-leach (CIL), gravity					
Employees	875	899	871	839	763
Ore Processed (Tonnes)	11,042,000	13,013,000	10,797,000	10,335,000	15,515,000
Attributable Gold Production (Gold equivalent ounces)	197,818	169,839	162,826	192,330	187,444
<b>Safety (100% basis)</b>					
Lost-time Injury Frequency Rate	0.08	0.10	0.09	0.20	0.00
Fatal Injuries	0	0	0	0	0
Total Reportable Injury Frequency Rate	0.66	1.25	0.85	0.49	1.27
<b>Environmental</b>					
<b>General (100% basis)</b>					
Number of Regulatory Actions	0	0	0	0	0
Fines Paid (US\$)	0	0	0	0	0
Number of Major Spills	0	0	0	0	0
<b>Energy/Greenhouse Gas</b>					
Total Energy Consumption (Gigajoules)	1,296,000	1,279,000	1,263,000	1,237,000	1,313,000
Direct Energy Consumption (Gigajoules)	1,008,000	999,000	948,000	923,000	1,022,000
Indirect Energy Consumption (Gigajoules)	288,000	280,000	315,000	314,000	291,000
Energy Consumed per Tonne of Ore Processed (Megajoules/Tonne)	117	98	117	120	85
Greenhouse Gas Emissions (Scope 1 and 2) (Tonnes CO <sub>2</sub> e)	104,000	109,000	127,000	116,000	107,000
Greenhouse Gas Emissions (Scope 1 and 2) per Tonne of Ore Processed (Kilograms CO <sub>2</sub> e/Tonne)	9.4	8.4	11.7	11.2	6.9
<b>Water Use</b>					
Total Water Withdrawn - Groundwater (m <sup>3</sup> )	4,906,000	4,747,000	5,411,000	3,883,000	3,947,000
Total Water Withdrawn - Surface Water (m <sup>3</sup> )	0	0	0	0	0
Total Water Withdrawn - Precipitation Captured (m <sup>3</sup> )	390,000	656,000	566,000	202,000	163,000
Net Changes in Water Storage (m <sup>3</sup> )	(7,703)	(298)	1,455	3,153	n/r
Total Water Discharged - Groundwater (m <sup>3</sup> )	1,954,000	2,254,000	1,513,000	1,136,000	1,136,000
Total Water Discharged - Surface Water (m <sup>3</sup> )	0	0	0	0	0
Total Water Consumed (m <sup>3</sup> )	5,103,000	3,149,000	4,463,000	2,947,000	1,404,000
Water Consumed per Tonne of Ore Processed (Litres/Tonne)	303	242	413	285	90
Recycled Water Percentage	84	90	83	88	
<b>Significant Materials Use</b>					
Diesel Fuel (m <sup>3</sup> )	25,500	25,100	11,200	23,000	27,800
Cyanide (Tonnes as CN)	8,200	6,997	4,145	6,505	3,282
Lime (Tonnes)	37,900	38,473	15,071	27,111	32,257
Blasting Agents (Tonnes)	7,500	4,071	6,568	6,060	4,942
<b>Wastes</b>					
<b>Mineral Wastes</b>					
Waste Rock Mined (Tonnes)	18,109,000	15,623,000	26,614,000	20,340,000	15,029,000
Tailings Produced (Tonnes)	1,352,000	1,640,000	1,812,000	1,812,000	1,421,000
<b>Non-Mineral Wastes</b>					
Hazardous Waste Disposed On Site (Tonnes)	0	0	0	0	0
Hazardous Waste Disposed Off Site (Tonnes)	2	2	0	5	2
Non-Hazardous Waste Disposed On Site (Tonnes)	3,265	2,534	2,534	2,060	16,784 <sup>16</sup>
Non-Hazardous Waste Disposed Off Site (Tonnes)	23	21	3	10	19
Recycled Wastes (Tonnes)	1,334	1,553	662	714	1,204
<b>Land Status (100% basis)</b>					
Total land disturbed and not yet reclaimed at beginning of reporting year (ha)	3,092	3,052	3,027	2,864	2,098
Disturbance during reporting year (hectares)	194	40	25	163	766
Reclamation during reporting year (hectares)	0	0	0	0	0
Total land disturbed and not yet reclaimed at end of reporting year (hectares)	3,286	3,092	3,052	3,027	2,864
Protected Habitat (hectares)	0	0	0	0	0

<sup>16</sup> Includes a one-time amount of 15,981 tonnes of petroleum-contaminated soils, which had been stored in mine site bioremediation cells. In 2011 these soils were characterized as non-hazardous waste and disposed of in a permitted on-site facility.

**KINROSS 2015 CORPORATE RESPONSIBILITY REPORT**

**Site Performance Data - Kettle River-Buckhorn, USA**

	2015	2014	2013	2012	2011
<b>Operations</b>					
Mining Method: Underground					
Processing Method: Carbon-in-leach					
Employees	191	214	229	234	226
Ore Processed (Tonnes)	437,000	394,000	404,000	405,000	443,000
Attributable Gold Production (Gold equivalent ounces)	97,368	123,382	150,157	156,093	175,292
<b>Safety (100% basis)</b>					
Lost-time Injury Frequency Rate	0	0.00	0.00	0.26	0.00
Fatal Injuries	0	0	0	0	0
Total Reportable Injury Frequency Rate	0.70	0.35	0.54	0.53	1.38
<b>Environmental</b>					
<b>General (100% basis)</b>					
Number of Regulatory Actions	0	0	1	1	1
Fines Paid (US\$)	0	0	0	260,000 <sup>17</sup>	0
Number of Major Spills	0	0	0	0	0
<b>Energy/Greenhouse Gas</b>					
Total Energy Consumption (Gigajoules)	330,000	346,000	355,000	393,000	346,000
Direct Energy Consumption (Gigajoules)	170,000	186,000	193,000	234,000	191,000
Indirect Energy Consumption (Gigajoules)	160,000	160,000	162,000	159,000	155,000
Energy Consumed per Tonne of Ore Processed (Megajoules/Tonne)	757	877	880	969	781
Greenhouse Gas Emissions (Scope 1 and 2) (Tonnes CO <sub>2</sub> e)	13,000	14,000	14,000	16,000	31,000
Greenhouse Gas Emissions (Scope 1 and 2) per Tonne of Ore Processed (Kilograms CO <sub>2</sub> e/Tonne)	28.6	34.4	34.7	40.6	71.1
<b>Water Use</b>					
Total Water Withdrawn - Groundwater (m <sup>3</sup> )	184,000	166,000	232,000	264,000	242,000
Total Water Withdrawn - Surface Water (m <sup>3</sup> )	0	0	0	0	0
Total Water Withdrawn - Precipitation Captured (m <sup>3</sup> )	100,000	130,000	99,000	172,000	62,000
Net Changes in Water Storage (m <sup>3</sup> )	(6,600)	11,200	(58,500)	(11,500)	n/r
Total Water Discharged - Groundwater (m <sup>3</sup> )	17,000	0	145,000	184,000	211,000
Total Water Discharged - Surface Water (m <sup>3</sup> ) <sup>18</sup>	109,000	93,000	0	0	0
Total Water Consumed (m <sup>3</sup> )	164,000	192,000	245,000	263,000	206,000
Water Consumed per Tonne of Ore Processed (Litres/Tonne)	376	488	606	651	466
Recycled Water Percentage	56	57	82	65	
<b>Significant Materials Use</b>					
Diesel Fuel (m <sup>3</sup> )	3,000	3,000	3,000	3,700	3,400
Cyanide (Tonnes as CN)	1,100	1,012	846	1,067	898
Lime (Tonnes)	900	661	684	822	1,223
Blasting Agents (Tonnes)	500	613	625	538	831
<b>Wastes</b>					
<b>Mineral Wastes</b>					
Waste Rock Mined (Tonnes)	153,000	184,000	136,000	101,000	171,000
Tailings Produced (Tonnes)	437,000	434,000	404,000	405,000	443,000
<b>Non-Mineral Wastes</b>					
Hazardous Waste Disposed On Site (Tonnes)	0	0	0	1	1
Hazardous Waste Disposed Off Site (Tonnes)	5	7	5	6	5
Non-Hazardous Waste Disposed On Site (Tonnes)	0	0	0	0	0
Non-Hazardous Waste Disposed Off Site (Tonnes)	280	300	334	1	16
Recycled Wastes (Tonnes)	437	913	504	554	346
<b>Land Status (100% basis)</b>					
Total land disturbed and not yet reclaimed at beginning of reporting year (ha)	82	82	80	80	80
Disturbance during reporting year (hectares)	0	0	3	0	0
Reclamation during reporting year (hectares)	2	0	1	0	0
Total land disturbed and not yet reclaimed at end of reporting year (hectares)	80	82	82	80	80
Protected Habitat (hectares)	223	223	223	223	223

17 Buckhorn entered into a Settlement Agreement and Consent Order (Agreement) on June 29, 2013 with the Washington Department of Ecology for alleged compliance matters in 2011 through the date of the Agreement related to water management. The Agreement includes a fine of \$80,000 and \$180,000 of supplemental environmental remediation projects within the Buckhorn vicinity. The Agreement also stipulates other procedural and water quality protection activities.

18 Water discharges at Kettle River were reclassified as "surface water discharges" by Washington state authorities in 2014.

**KINROSS 2015 CORPORATE RESPONSIBILITY REPORT**

**Site Performance Data - Paracatu, Brazil**

	2015	2014	2013	2012	2011
<b>Operations</b>					
Mining Method: Open Pit					
Processing Method: Flotation, carbon-in-leach, gravity					
Employees	1,461	1,422	1,391	1,291	1,245
Ore Processed (Tonnes)	45,277,000	51,397,000	55,699,000	52,976,000	44,532,000
Attributable Gold Production (Gold equivalent ounces)	477,662	521,026	500,380	466,709	453,396
<b>Safety (100% basis)</b>					
Lost-time Injury Frequency Rate	0.03	0.07	0.06	0.05	0.14
Fatal Injuries	0	0	0	0	0
Total Reportable Injury Frequency Rate	0.20	0.33	0.44	0.49	0.76
<b>Environmental</b>					
<b>General (100% basis)</b>					
Number of Regulatory Actions	3	0	3	0	0
Fines Paid (US\$)	7,600	62,700	67,634	0	0
Number of Major Spills	0	0	0	1	1
<b>Energy/Greenhouse Gas</b>					
Total Energy Consumption (Gigajoules)	4,544,000	4,653,000	4,485,000	3,950,000	3,327,000
Direct Energy Consumption (Gigajoules)	940,000	896,000	847,000	824,000	756,000
Indirect Energy Consumption (Gigajoules)	3,604,000	3,757,000	3,638,000	3,125,000	2,571,000
Energy Consumed per Tonne of Ore Processed (Megajoules/Tonne)	100	91	81	75	75
Greenhouse Gas Emissions (Scope 1 and 2) (Tonnes CO <sub>2</sub> e)	310,000	303,000	159,000	120,000	244,000
Greenhouse Gas Emissions (Scope 1 and 2) per Tonne of Ore Processed (Kilograms CO <sub>2</sub> e/Tonne)	6.8	5.9	2.9	2.3	5.5
<b>Water Use</b>					
Total Water Withdrawn - Groundwater (m <sup>3</sup> )	0	0	0	0	1,900
Total Water Withdrawn - Surface Water (m <sup>3</sup> )	11,771,000	14,200,000	17,455,000	13,548,000	10,701,000
Total Water Withdrawn - Precipitation Captured (m <sup>3</sup> )	19,695,000	25,403,000	46,706,000	10,352,000	26,322,000
Total Water Withdrawn - Salt/Brackish Water (m <sup>3</sup> )	0	0	0	0	0
Net Changes in Water Storage (m <sup>3</sup> )	3,883,000	8,725,000 <sup>19</sup>	30,427,605	(7,913,872)	0
Total Water Discharged - Groundwater (m <sup>3</sup> )	0	0	0	0	0
Total Water Discharged - Surface Water (m <sup>3</sup> )	4,108,000	3,053,000	2,973,000	2,788,000	1,954,000
Total Water Consumed (m <sup>3</sup> )	23,475,000	27,826,000	30,760,000	29,025,000	37,041,670
Water Consumed per Tonne of Ore Processed (Litres/Tonne)	518	541	552	548	832
Recycled Water Percentage	68	76	76	75	
<b>Significant Materials Use</b>					
Diesel Fuel (m <sup>3</sup> )	24,900	23,477	22,200	21,600	25,000
Cyanide (Tonnes as CN)	2,600	2,696	2,064	1,888	804
Lime (Tonnes)	3,400	4,647	5,866	19,451	5,924
Blasting Agents (Tonnes)	14,400	12,593	11,978	10,379	9,058
<b>Wastes</b>					
<b>Mineral Wastes</b>					
Waste Rock Mined (Tonnes)	10,097,000	8,762,000	3,386,000	8,695,000	10,758,000
Tailings Produced (Tonnes)	45,277,000	51,397,000	55,699,000	53,995,000	44,532,000
<b>Non-Mineral Wastes</b>					
Hazardous Waste Disposed On Site (Tonnes)	0	156	143	0	0
Hazardous Waste Disposed Off Site (Tonnes)	289	265	255	352	580
Non-Hazardous Waste Disposed On Site (Tonnes)	612	681	480	133	1,762
Non-Hazardous Waste Disposed Off Site (Tonnes)	0	511	855	792	745
Recycled Wastes (Tonnes)	5,615	1,724	3,185	5,300	4,224
<b>Land Status (100% basis)</b>					
Total land disturbed and not yet reclaimed at beginning of reporting year (ha)	2,178	2,131	2,181	2,052	1,744
Disturbance during reporting year (hectares)	200	84	125	214	382
Reclamation during reporting year (hectares)	31	37	175	85	74
Total land disturbed and not yet reclaimed at end of reporting year (hectares)	2,347	2,178	2,131	2,181	2,052
Protected Habitat (hectares)	4,034	7,439	7,439	7,439	4,035

<sup>19</sup> Severe drought conditions at Paracatu resulted in significantly less water sent to storage.

# KINROSS 2015 CORPORATE RESPONSIBILITY REPORT

## Site Performance Data - Maricunga, Chile

	2015	2014	2013	2012	2011
<b>Operations</b>					
Mining Method: Open Pit					
Processing Method: Heap Leach					
Employees	689	698	640	456	474
Ore Processed (Tonnes)	12,790,000	16,018,000	15,058,000	15,193,000	15,258,000
Attributable Gold Production (Gold equivalent ounces)	212,155	247,216	187,815	236,369	236,249
<b>Safety (100% basis)</b>					
Lost-time Injury Frequency Rate	0	0.13	0.12	0.20	0.48
Fatal Injuries	0	0	0	0	0
Total Reportable Injury Frequency Rate	0.42	0.40	0.18	0.29	0.63
<b>Environmental</b>					
<b>General (100% basis)</b>					
Number of Regulatory Actions	1	0	1	0	0
Fines Paid (US\$)	0	51,113	38,180	0	0
Number of Major Spills	0	0	5	1	0
<b>Energy/Greenhouse Gas</b>					
Total Energy Consumption (Gigajoules)	1,236,000	1,263,000	1,274,000	1,287,000	1,269,000
Direct Energy Consumption (Gigajoules)	1,008,000	841,000	888,000	941,000	970,000
Indirect Energy Consumption (Gigajoules)	228,000	422,000	385,000	346,000	300,000
Energy Consumed per Tonne of Ore Processed (Megajoules/Tonne)	97	79	85	85	83
Greenhouse Gas Emissions (Scope 1 and 2) (Tonnes CO <sub>2</sub> e)	99,000	111,000	111,000	106,000	108,000
Greenhouse Gas Emissions (Scope 1 and 2) per Tonne of Ore Processed (Kilograms CO <sub>2</sub> e/Tonne)	7.8	7.0	7.4	7.0	7.1
<b>Water Use</b>					
Total Water Withdrawn - Groundwater (m <sup>3</sup> )	1,911,000	2,253,000	2,399,000	2,557,000	2,186,000
Total Water Withdrawn - Surface Water (m <sup>3</sup> )	0	0	0	0	0
Total Water Withdrawn - Precipitation Captured (m <sup>3</sup> )	0	0	0	0	17,100
Total Water Withdrawn - Salt/Brackish Water (m <sup>3</sup> )	0	0	0	0	0
Net Changes in Water Storage (m <sup>3</sup> )	37,600	(15,000)	4,273	(33,395)	0
Total Water Discharged - Groundwater (m <sup>3</sup> ) <sup>20</sup>	54,000	53,000	37,445	0	0
Total Water Discharged - Surface Water (m <sup>3</sup> ) <sup>21</sup>	67,000	82,000	64,000	0	0
Total Water Consumed (m <sup>3</sup> )	1,752,000	2,133,000	2,293,000	2,591,000	2,473,000
Water Consumed per Tonne of Ore Processed (Litres/Tonne)	137	133	152	171	162
Recycled Water Percentage	92	89	91	89	
<b>Significant Materials Use</b>					
Diesel Fuel (m <sup>3</sup> )	24,500	20,125	21,500	22,800	25,000
Cyanide (Tonnes as CN)	11,500	10,667	9,348	12,163	4,663
Lime (Tonnes)	91,900	133,313 <sup>22</sup>	96,631	78,800	73,612
Blasting Agents (Tonnes)	4,100	4,037	12,168	8,367	7,276
<b>Wastes</b>					
<b>Mineral Wastes</b>					
Waste Rock Mined (Tonnes)	7,851,000	1,082,000	6,245,000	9,647,000	15,290,000
Tailings Produced (Tonnes)	0	0	0	0	0
<b>Non-Mineral Wastes<sup>23</sup></b>					
Hazardous Waste Disposed On Site (Tonnes)	345	313	292	389	584
Hazardous Waste Disposed Off Site (Tonnes)	212	290	193	149	135
Non-Hazardous Waste Disposed On Site (Tonnes)	2,313	3,255	7,569	382	260
Non-Hazardous Waste Disposed Off Site (Tonnes)	161	501	1,053	0	0
Recycled Wastes (Tonnes)	365	455		641	1,898
<b>Land Status (100% basis)</b>					
Total land disturbed and not yet reclaimed at beginning of reporting year (ha)	968	967	925	871	834
Disturbance during reporting year (hectares)	3	1	42	54	37
Reclamation during reporting year (hectares)	0	0	0	0	0
Total land disturbed and not yet reclaimed at end of reporting year (hectares)	971	968	967	925	871
Protected Habitat (hectares)	27	27	27	27	27

<sup>20</sup> Treated water discharged to septic leach fields.

<sup>21</sup> Irrigation water for the Vega Pantanillo Ancho wetlands.

<sup>22</sup> Changes in ore type, pH control and stockpiling caused an increase in lime purchases.

<sup>23</sup> Amount of non-mineral waste at Maricunga in 2013 was affected by a one-time disposal of scrap metal and other waste as part of a focused campaign to clean up contractors' work areas.

**KINROSS 2015 CORPORATE RESPONSIBILITY REPORT**

**Site Performance Data - Kupol and Dvoynoye, Russia**

	2015	2014	2013	2012	2011
<b>Operations</b>					
<b>Kupol and Dvoynoye</b>					
Mining Method: Underground					
Processing Method: Merrill-Crowe					
Employees	2,187	2,094	1,500	1,229	1,154
Ore Processed (Tonnes)	1,680,000	1,665,000	1,435,000	1,299,000	1,140,000
Attributable Gold Production (Gold equivalent ounces)	758,563	751,101	550,188	578,252	587,048
<b>Safety (100% basis)</b>					
Lost-time Injury Frequency Rate					
Kupol	0.17	0.06	0.11	0.13	0.13
Dvoynoye	0.00	0.00	0.00	0.20	0.00
Fatal Injuries					
Kupol	0.00	0	0	1	0
Dvoynoye	0.00	0	0	0	0
Total Reportable Injury Frequency Rate					
Kupol	0.17	0.11	0.23	0.38	0.33
Dvoynoye	0.29	0.14	0.15	0.20	0.00
<b>Environmental</b>					
<b>General (100% basis)</b>					
Number of Regulatory Actions					
Kupol	0	0	0	1	0
Dvoynoye	0	0			
Fines Paid (US\$)					
Kupol	0	0	0	13,000	0
Dvoynoye	0	0			
Number of Major Spills					
Kupol	0	0	0	1	0
Dvoynoye	0	0			
<b>Energy/Greenhouse Gas</b>					
<b>Kupol and Dvoynoye<sup>25</sup></b>					
Total Energy Consumption (Gigajoules)	2,264,000	2,161,000	2,031,000	1,724,000	1,457,000
Direct Energy Consumption (Gigajoules)	2,264,000	2,161,000	2,031,000	1,724,000	1,457,000
Indirect Energy Consumption (Gigajoules)	0	0	0	0	0
Energy Consumed per Tonne of Ore Processed (Megajoules/Tonne)	1,347	1,298	1,416	1,327	1,288
Greenhouse Gas Emissions (Scope 1 and 2) (Tonnes CO <sub>2</sub> e)	160,000	153,318	144,000	122,000	103,000
Greenhouse Gas Emissions (Scope 1 and 2) per Tonne of Ore Processed (Kilograms CO <sub>2</sub> e/Tonne)	95.5	92.1	100.2	94.0	91.1

25 All of the ore from Kupol and Dvoynoye is processed at Kupol, therefore, data for energy use and greenhouse gas emissions for both mines are reported together.

**KINROSS 2015 CORPORATE RESPONSIBILITY REPORT**

**Site Performance Data - Kupol and Dvoynoye, Russia**

	2015	2014	2013	2012	2011
<b>Environmental (continued)</b>					
<b>Water Use</b>					
Total Water Withdrawn - Groundwater (m <sup>3</sup> )					
Kupol	17,000	37,000	39,000	32,000	21,800
Dvoynoye	29,000	0			
Total Water Withdrawn - Surface Water (m <sup>3</sup> )					
Kupol	138,000	315,000	315,000	392,000	319,000
Dvoynoye	43,000	43,000			
Total Water Withdrawn - Precipitation Captured (m <sup>3</sup> )					
Kupol	608,000	537,000	534,000	475,000	434,000
Dvoynoye	0	0			
Net Changes in Water Storage (m <sup>3</sup> )					
Kupol	25,000	18,000	570,000	203,000	0
Dvoynoye	0	0			
Total Water Discharged - Groundwater (m <sup>3</sup> )					
Kupol	0	0	0	0	0
Dvoynoye	0	0			
Total Water Discharged - Surface Water (m <sup>3</sup> )					
Kupol	1,900	153,000	2,600	2,680	2,000
Dvoynoye	62,000	32,000			
Total Water Consumed (m <sup>3</sup> ) <sup>26</sup>					
Kupol and Dvoynoye	747,000	729,000	315,000	694,000	490,000
Water Consumed per Tonne of Ore Processed (Litres/Tonne) <sup>26</sup>					
Kupol and Dvoynoye	445	438	220	534	430
Recycled Water Percentage					
Kupol and Dvoynoye	70	71	86	65	
<b>Significant Materials Use</b>					
<b>Kupol and Dvoynoye<sup>27</sup></b>					
Diesel Fuel (m <sup>3</sup> )	58,000	55,000	43,000	43,000	37,000
Cyanide (Tonnes as CN)	1,900	1,860	1,720	1,580	704
Lime (Tonnes)	7,100	8,776	9,749	9,009	6,571
Blasting Agents (Tonnes)	2,600	2,944	1,907	2,556	3,439

<sup>26</sup> Dvoynoye's ore is processed at Kupol, so the total water consumed, rate of water consumed per tonne of ore processed and recycled water are reported for both sites together.

<sup>27</sup> Ore from Dvoynoye is processed at Kupol, so significant material use data is reported for both sites together.



**KINROSS 2015 CORPORATE RESPONSIBILITY REPORT**

**Site Performance Data - Kupol and Dvoinoye, Russia**

	2015	2014	2013	2012	2011
<b>Environmental (continued)</b>					
<b>Wastes</b>					
<b>Mineral Wastes</b>					
Waste Rock Mined (Tonnes)					
Kupol	694,000	245,000	1,118,000	1,000,000	3,746,000
Dvoinoye	300,000	272,000			
Tailings Produced (Tonnes)					
Kupol and Dvoinoye	1,680,000	1,640,000	1,363,000	1,163,000	1,070,000
<b>Non-Mineral Wastes</b>					
Hazardous Waste Disposed On Site (Tonnes)					
Kupol	17	17	57	50	55
Dvoinoye	0	0			
Hazardous Waste Disposed Off Site (Tonnes)					
Kupol	14	13	0	10	28
Dvoinoye	0	0			
Non-Hazardous Waste Disposed On Site (Tonnes)					
Kupol	1,218	1,247	2,175	2,160	1,828
Dvoinoye	251	205			
Non-Hazardous Waste Disposed Off Site (Tonnes)					
Kupol	1,334	1,472	1,090	543	891
Dvoinoye	0	0			
Recycled Wastes (Tonnes)					
Kupol	1,723	1,861	375	375	375
Dvoinoye	105	148			
<b>Land Status (100% basis)</b>					
Total land disturbed and not yet reclaimed at beginning of reporting year (ha)					
Kupol	1,069	1,069	1,052	1,011	1,038
Dvoinoye	256	0	0	0	0
Disturbance during reporting year (hectares)					
Kupol	0	0	17	50	23
Dvoinoye	0	261	0	0	0
Reclamation during reporting year (hectares)					
Kupol	0	0	0	9	50
Dvoinoye	6	5	0	0	0
Total land disturbed and not yet reclaimed at end of reporting year (hectares)					
Kupol	1,069	1,069	1,069	1,052	1,011
Dvoinoye	250	256	0	0	0
Protected Habitat (hectares)					
Kupol	0	0	0	0	0
Dvoinoye	0	0			

## KINROSS 2015 CORPORATE RESPONSIBILITY REPORT

### Site Performance Data - Chirano, Ghana

	2015	2014	2013	2012	2011
<b>Operations</b>					
Mining Method: Open Pit and Underground					
Processing Method: Carbon-in-leach					
Employees	1,185	1,195	1,050	818	807
Ore Processed (Tonnes)	3,143,000	2,829,000	3,024,000	3,043,000	3,215,000
Attributable Gold Production (Gold equivalent ounces)	230,488	257,888	247,862	263,911	235,661
<b>Safety (100% basis)</b>					
Lost-time Injury Frequency Rate	0	0.00	0.03	0.06	0.06
Fatal Injuries	0	0	0	1	0
Total Reportable Injury Frequency Rate	0.29	0.28	0.27	0.40	1.34
<b>Environmental</b>					
<b>General (100% basis)</b>					
Number of Regulatory Actions	0	0	0	0	0
Fines Paid (US\$)	0	0	0	0	0
Number of Major Spills	0	0	0	0	1
<b>Energy/Greenhouse Gas</b>					
Total Energy Consumption (Gigajoules)	821,000	724,000	730,000	791,000	1,128,000
Direct Energy Consumption (Gigajoules)	412,000	344,000	320,000	387,000	745,000
Indirect Energy Consumption (Gigajoules)	409,000	380,000	409,000	404,000	383,000
Energy Consumed per Tonne of Ore Processed (Megajoules/Tonne)	261	256	241	260	351
Greenhouse Gas Emissions (Scope 1 and 2) (Tonnes CO <sub>2</sub> e)	54,000	47,000	47,000	57,000	114,000
Greenhouse Gas Emissions (Scope 1 and 2) per Tonne of Ore Processed (Kilograms CO <sub>2</sub> e/Tonne)	17.1	16.7	15.7	19.0	36.0
<b>Water Use</b>					
Total Water Withdrawn - Groundwater (m <sup>3</sup> )	102,000	98,000	123,000	122,000	129,000
Total Water Withdrawn - Surface Water (m <sup>3</sup> )	641,000	542,000	537,000	468,000	727,000
Total Water Withdrawn - Precipitation Captured (m <sup>3</sup> )	1,474,000	2,202,000	585,000	820,000	1,080,000
Total Water Withdrawn - Salt/Brackish Water (m <sup>3</sup> )	0	0	0	0	0
Net Changes in Water Storage (m <sup>3</sup> )	216,700	1,453,000	78,171	139,081	0
Total Water Discharged - Groundwater (m <sup>3</sup> )	0	0	0	0	0
Total Water Discharged - Surface Water (m <sup>3</sup> )	69,000	66,000	0	0	157,000
Total Water Consumed (m <sup>3</sup> )	1,931,000	1,324,000	1,167,000	1,272,000	1,807,000
Water Consumed per Tonne of Ore Processed (Litres/Tonne)	615	468	386	418	562
Recycled Water Percentage	62	69	73	70	
<b>Significant Materials Use</b>					
Diesel Fuel (m <sup>3</sup> )	10,800	9,000	8,400	10,200	20,200
Heavy Fuel Oil (m <sup>3</sup> )	0	0	0	0	0
Cyanide (Tonnes as CN)	600	442	509	628	353
Lime (Tonnes)	3,200	2,528	3,133	3,601	3,884
Blasting Agents (Tonnes)	1,000	1,295	1,310	3,853	4,479
<b>Wastes</b>					
<b>Mineral Wastes</b>					
Waste Rock Mined (Tonnes)	5,313,000	4,624,000	4,038,000	12,253,000	19,411,000
Tailings Produced (Tonnes)	4,391,000	4,069,000	4,241,000	4,050,000	4,573,000
<b>Non-Mineral Wastes</b>					
Hazardous Waste Disposed On Site (Tonnes)	0	0	0	0	0
Hazardous Waste Disposed Off Site (Tonnes)	75	0	0	419	327
Non-Hazardous Waste Disposed On Site (Tonnes)	335	324	362	367	341
Non-Hazardous Waste Disposed Off Site (Tonnes)	90	0	0	257	0
Recycled Wastes (Tonnes)	245	283	724	-	-
<b>Land Status (100% basis)</b>					
Total land disturbed and not yet reclaimed at beginning of reporting year (ha) <sup>28,29</sup>	2,661	2,659	2,660	2,651	1,646
Disturbance during reporting year (hectares) <sup>29</sup>	7	6	2	22	1,005
Reclamation during reporting year (hectares)	0	4	3	13	0
Total land disturbed and not yet reclaimed at end of reporting year (hectares) <sup>28,29</sup>	2,668	2,661	2,659	2,660	2,651
Protected Habitat (hectares)	112	112	112	112	116

28 Chirano was acquired by Kinross in late 2010. The total disturbance shown in 2011 is the disturbed area at the time of the acquisition.

29 Land disturbance data for Chirano has been updated and corrected for previous reporting years, based on an internal review of land status.

## KINROSS 2015 CORPORATE RESPONSIBILITY REPORT

### Site Performance Data - Tasiast, Mauritania

	2015	2014	2013	2012	2011
<b>Operations</b>					
Mining Method: Open Pit					
Processing Method: Carbon-in-leach, heap leach					
Employees <sup>30</sup>	1,199	1,419	1,495	1,608	1,130
Ore Processed (Tonnes)	4,080,000	10,584,000	16,890,000	13,600,000	11,454,000
Attributable Gold Production (Gold equivalent ounces)	219,045	260,485	247,818	185,334	200,619
<b>Safety (100% basis)</b>					
Lost-time Injury Frequency Rate	0	0.05	0.10	0.16	0.82
Fatal Injuries	0	0.00	0.00	0.00	0.00
Total Reportable Injury Frequency Rate	0.33	0.34	0.58	1.61	1.30
<b>Environmental</b>					
<b>General (100% basis)</b>					
Number of Regulatory Actions	0	0	0	0	0
Fines Paid (US\$)	0	0	0	0	0
Number of Major Spills	1	1	1	1	6
<b>Energy/Greenhouse Gas</b>					
Total Energy Consumption (Gigajoules)	2,523,000	2,469,000	3,403,000	3,331,000	1,917,000
Direct Energy Consumption (Gigajoules)	2,523,000	2,469,000	3,403,000	3,331,000	1,917,000
Indirect Energy Consumption (Gigajoules)	0	0	0	0	0
Energy Consumed per Tonne of Ore Processed (Megajoules/Tonne)	618	233	201	245	167
Greenhouse Gas Emissions (Scope 1 and 2) (Tonnes CO <sub>2</sub> e)	184,000	180,000	246,000	241,000	138,000
Greenhouse Gas Emissions (Scope 1 and 2) per Tonne of Ore Processed (Kilograms CO <sub>2</sub> e/Tonne)	45.0	17.0	14.6	18.0	12.0
<b>Water Use</b>					
Total Water Withdrawn - Groundwater (m <sup>3</sup> ) <sup>31</sup>	0	0	0	0	0
Total Water Withdrawn - Surface Water (m <sup>3</sup> )	0	0	0	0	0
Total Water Withdrawn - Precipitation Captured (m <sup>3</sup> )	6,400	5,000	600,000	0	0
Total Water Withdrawn - Salt/Brackish Water (m <sup>3</sup> )	3,026,000	4,206,000	4,605,000	4,357,000	3,855,000
Net Changes in Water Storage (m <sup>3</sup> )	(30,606)	123,185	270,328	(700,000)	0
Total Water Discharged - Groundwater (m <sup>3</sup> )	0	0	0	0	0
Total Water Discharged - Surface Water (m <sup>3</sup> )	0	0	0	0	0
Total Water Consumed (m <sup>3</sup> )	3,063,000	4,088,000	4,935,000	5,057,000	2,283,000
Water Consumed per Tonne of Ore Processed (Litres/Tonne)	751	386	292	372	199
Recycled Water Percentage	72	64	60	43	
<b>Significant Materials Use</b>					
Diesel Fuel (m <sup>3</sup> )	45,700	45,100	79,100	74,700	40,400
Heavy Fuel Oil (m <sup>3</sup> )	17,900	18,800	9,900	12,300	10,000
Cyanide (Tonnes as CN)	6,200	6,470	5,628	5,611	1,903
Lime (Tonnes)	7,100	22,522	31,190	26,410	22,769
Blasting Agents (Tonnes)	17,500	16,322	23,708	21,301	7,853
<b>Wastes</b>					
<b>Mineral Wastes</b>					
Waste Rock Mined (Tonnes)	54,433,000	37,988,000	55,044,000	80,685,000	38,741,000
Tailings Produced (Tonnes)	2,288,000	2,556,000	2,503,000	7,451,000	2,600,000
<b>Non-Mineral Wastes</b>					
Hazardous Waste Disposed On Site (Tonnes)	15	6	5	22	0
Hazardous Waste Disposed Off Site (Tonnes)	0	0	0	1,322	0
Non-Hazardous Waste Disposed On Site (Tonnes) <sup>32</sup>	986	963	2,551	-	-
Non-Hazardous Waste Disposed Off Site (Tonnes)	0	0	0	0	0
Recycled Wastes (Tonnes)	1,159	942	2,033	1,322	388
<b>Land Status (100% basis)</b>					
Total land disturbed and not yet reclaimed at beginning of reporting year (ha) <sup>33</sup>	3,631	3,493	3,335	3,148	158
Disturbance during reporting year (hectares)	110	138	158	187	2,990
Reclamation during reporting year (hectares)	0	0	0	0	0
Total land disturbed at end of reporting year (hectares)	3,741	3,631	3,493	3,335	3,148
Protected Habitat (hectares)	0	0	0	0	0

30 Includes employees located at the regional office in Las Palmas, Spain.

31 For Tasiast groundwater withdrawal, please refer to Salt/Brackish water category.

32 Tasiast began tracking this data in 2013.

33 Tasiast was acquired by Kinross in late 2010. The total disturbance shown in 2011 is the disturbed area at the time of the acquisition.

## GLOSSARY

### Air Emissions

Air emissions are defined as gases, dust, fumes or odour in harmful amounts, i.e., amounts which could be harmful to the health or comfort of humans and animals or which could cause damage to plants and materials, contained in the air. E.g. SO<sub>x</sub> (Sulfur Oxides), greenhouse gases, etc.

### APELL

The Awareness and Preparedness for Emergencies at Local Level (APELL) program is a process that helps people prevent, prepare for and respond appropriately to accidents and emergencies. APELL was developed by the United Nations Environment Programme, in partnership with industry associations, communities and governments following several major industrial accidents that had serious impacts on human health and the environment. APELL is now being implemented in over 30 countries around the world.

### Area Reclaimed

Areas, in hectares (ha), which have been converted from active or available for mining to the post-mining land use either by re-vegetation, conversion to wildlife habitat, etc.

### Benefit Footprint

A measure through which Kinross seeks to measure and optimize the net benefits of our activities to the communities and host countries where we operate.

### Biodiversity

The variation of life forms within a given ecosystem. Biodiversity is often used as a measure of the health of biological systems.

### Blasting Agents

Amount of explosives, in metric tonnes (tonne), used in the mining process, including powder and emulsions explosives.

### Carbon Dioxide Equivalent (CO<sub>2</sub>e)<sup>1</sup>

Amount of greenhouse gas measured under the functionally equivalent amount in metric tonnes (tonne) of carbon dioxide (CO<sub>2</sub>). (ref. IPCC Second Assessment Report (SAR – 100 years).

### Carbon Disclosure Project (CDP)

An independent not-for-profit organization aiming to create a lasting relationship between shareholders and corporations regarding the implications for shareholder value and commercial operations presented by climate change. Its goal is to facilitate a dialogue, supported by quality information, from which a rational response to climate change will emerge.

### Carbon-in-Leach (CIL)

The technique of recovering dissolved gold from ore that has undergone milling and agitated leaching by introducing activated carbon directly into the leach tanks.

### Carbon-in-Pulp (CIP)

The technique of recovering dissolved gold from ore that has undergone milling and agitated leaching by absorbing the gold onto activated carbon in separate tanks after leaching.

### Cyanide

A chemical compound that consists of a carbon atom triple-bonded to a nitrogen atom. It is used in diluted form to liberate gold or silver from its host rock.

### Cyanide Code (ICMC)

Voluntary code for the gold mining industry that focuses on the safe management of cyanide that is produced, transported, and used as part of gold mining operations.

### Doré

An unrefined gold intermediate product that generally may contain minor amounts of other metals.

### Ecosystem Services

Benefits provided to humankind by an ecosystem, including the provision of clean drinking water and the decomposition of wastes.

### Extractive Industries Transparency Initiative (EITI)

A global coalition of governments, companies and civil society working together to improve openness and accountable management of revenues from natural resources.

### Energy Consumption

Total energy consumed by Kinross operating mine sites, direct and indirect, in gigajoules (GJ) or GJ x 1,000.

### Energy Consumption (Direct)

Amount of energy consumed by Kinross' activities based on fuel consumption, in gigajoules (GJ), e.g. diesel, light fuel oil (LFO), heavy fuel oil (HFO), gasoline, etc.

### Energy Consumption (Indirect)

Amount of energy consumed by Kinross' activities based on the purchase of electricity, in gigajoules (GJ).

**Energy Intensity Rate**

Total energy consumed (direct and indirect) per tonne of ore processed, expressed in megajoules/tonne processed (MJ/tonne).

**Gini**

Is a measurement of the income distribution of a country's residents.

**Grade**

Quantity of gold in grams or ounces in one metric tonne of ore material (g/t) (oz./t).

**Greenhouse Gas Emissions (Scope 1 and Scope 2)**

Measures the greenhouse gas emissions generated from direct emissions through combustion of fuels and indirect emissions through electricity consumption, i.e., Scope 1 and Scope 2 emissions.

**Greenhouse Gas Emissions (Scope 3)**

Measures the greenhouse gas emissions generated from indirect emissions in the supply chain related to combustion of fuels used by contractors and from indirect emissions of purchased lime and cyanide.

**Greenhouse Gas Intensity Rate**

Total amount of Scope 1 and Scope 2 greenhouse gas emissions per tonne of ore processed, expressed as kg of CO<sub>2</sub> equivalent/tonne.

**Grievance**

Any complaint or grievance submitted through Kinross' stakeholder grievance mechanisms. Does not only refer to grievances in a labour dispute.

**Global Reporting Initiative (GRI)**

The GRI is a not-for-profit organization developing a sustainability reporting framework for companies across industries.

**Heap Leach**

The technique of recovering dissolved gold from ore that has undergone crushing by placing the crushed ore into piles that are sprayed with a cyanide solution. The gold and cyanide solution is then collected and processed to recover the gold.

**Incident**

An undesired event which results in harm to people, damage to property, and/or loss to process.

**International Finance Corporation (IFC)**

IFC, a member of the World Bank Group, is the largest global development institution focused exclusively on the private sector in developing countries.

**IFC Sustainability Framework**

IFC's framework for companies operating in a sustainable way. It promotes sound environmental and social practices, encourages transparency and accountability, and contributes to positive development impacts. IFC's Performance Standards, which are part of the Sustainability Framework, have become globally recognized as a benchmark for environmental and social risk management in the private sector.

**International Union for the Conservation of Nature's (IUCN) Red List of Threatened Species**

A comprehensive inventory of the global conservation status of biological species.

**International Labour Organization (ILO)**

A United Nations agency dealing with labour issues, particularly international labour standards and decent work for all.

**International Standards Organization (ISO)**

An international standard-setting body composed of representatives from various national standards organizations. ISO14001 is a standard for environmental management systems that has been developed by ISO.

**Life-of-mine or Mine Life Cycle**

The period of time during which mining activities will take place on a property beginning with exploration, then development, through production, up until final closure of the remediated and reclaimed mine site.

**Lime**

A chemical used to maintain the pH of the processing solution during gold processing. It maintains the cyanide solution in the liquid form preventing the release of hydrogen cyanide gas. Measured in metric tonnes (tonne).

**Local**

Characterized as "local" within the appropriate administrative unit for each Kinross site, i.e., municipality, county or district.

**Lost-time Injury (LTI)**

A work-related injury where the injured employee cannot return to work their next scheduled workday, due to the nature and/or severity of the injury; only regularly scheduled workdays are included in "lost days".

**Lost-time Injury Frequency Rate (LTIFR)**

The number of lost-time injuries per total work hours normalized to 200,000 hours worked (which represents the typical number of hours worked by 100 people during a year).

### Major Spills

Kinross major spills are those that escaped secondary containment and meet any of the following: 1) leave the site; 2) enter a flowing waterway; 3) the quantity released exceeds Company-established thresholds.

### Medical Treatment Case

A work-related injury where an employee requires medical treatment such as surgery, treatment of infections, applications of sutures or removal of imbedded foreign bodies, but is able to work the next scheduled shift.

### Medical Treatment Frequency Rate

The number of medical treatment cases per total work hours normalized to 200,000 hours worked.

### Merrill-Crowe

The technique of recovering dissolved gold from ore that has undergone milling and agitated leaching by introducing zinc to the solution.

### Net Changes in Water Storage

The net change in the volume of water stored over the reported year and measured in cubic metres (m<sup>3</sup>) calculated as the volume of water stored at year end less the volume of water stored at the beginning of the year. This does not include water that is in tailing pore space, water in heap leach pore space, evaporation from the storage facilities, sublimation of ice and snow, or unrecovered seepages from storage facilities.

### New Reclamation

Any new area, in hectares (ha), reclaimed during the reporting year.

### New Disturbance

Any new area, in hectares (ha), disturbed during the reporting year.

### Non-Mineral Waste Intensity Rate

Total non-mineral waste (hazardous and non-hazardous waste disposed on- and off-site and recycled waste) per tonne of ore processed, expressed as kilograms/tonne.

### Notice of Violation

An official written notification from a regulatory agency stating that a violation of a regulation or permit condition has occurred.

### Ore

Metal-bearing rock or mineral that can be mined and processed for a profit under current economic conditions.

### Ore Processed

The amount of ore that is crushed, in metric tonnes (tonne), separated from mineral waste and sent to the stockpiles.

### Previously Reclaimed

All areas, in hectares (ha), reclaimed during the life of the operation (does not include new reclamation).

### Previously Disturbed and Unreclaimed

All areas, in hectares (ha), disturbed and unreclaimed during the life of the operation (does not include new disturbance).

### Procurement

Host country spending characterized as "local", "in-country", or "imported". Local procurement refers to procurement within the "local" geographic area of a site and may extend to regional and national geographies. In-country procurement refers to purchases made from businesses registered in the country of operation. Other procurement is characterized as "imported".

### Protected Habitat

Areas that are protected from any harm during operational activities, and the environment remains in its original state with a healthy functioning ecosystem.

### Ramsar Convention

The Convention on Wetlands is an intergovernmental treaty that embodies the commitments of its member countries to maintain the ecological character of their Wetlands of International Importance.

### Reclamation

The process of restoring land disturbed by mining activities to other productive uses. It typically includes demolition and salvage of structures, disposal of wastes, re-contouring and re-vegetation, water treatment and property management, and maintenance.

### Regulatory Action

Any legal action pertaining to environmental legislation from a self-reported issue to a formal legal notification of violation.

**Reportable Injury**

Work-related injuries including fatalities, lost-time injuries, restricted work activity cases, and medical treatment cases.

**Restricted Work Activity Case**

A work-related injury where the employee returns to work their next scheduled shift but with restrictions that prevent them from doing any of the essential functions of their job, i.e., those routine activities the employee performs at least weekly.

**Restricted Work Activity Frequency Rate**

The number of restricted work activity cases per total work hours normalized to 200,000 hours worked.

**Site-Specific**

Items or practices that pertain to the activities taking place at a specific Kinross operation, i.e., specific to one mine site's conditions including, but not limited to, its unique community, unique climate and unique environment.

**Stakeholders**

People or groups of people who have an interest in the activities of Kinross, including shareholders, employees and their families, contractors, suppliers, customers, the communities near mining operations, legislative representatives, regulatory personnel and communities near mining operations, legislative representatives, regulatory personnel and interested non-governmental organizations.

**Tailings**

Spent ore material that is produced after the gold has been extracted and that is disposed of in storage facilities designed, built, operated and closed to meet regulatory and environmental standards.

**Tailings produced**

Tailings measured in metric tonnes (tonne).

**Tonne**

Metric tonne or 1,000 kilograms.

**Total Reportable Injury Frequency Rate (TRIFR)**

The frequency rate of all medical, restricted duty, lost-time and fatal injuries per total work hours normalized to 200,000 hours worked. Data reported include all employees, contractors and visitors. Injury classifications are based on the definitions specified by the U.S. Mine Safety and Health Administration (MSHA).

**Turnover**

The percentage of Kinross employees who have voluntarily or involuntarily left their employment with Kinross during the reporting year.

**United Nations Global Compact (UNGC)**

A strategic policy initiative for businesses that are committed to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labour, environment and anti-corruption.

**United Nations Guiding Principles for Business and Human Rights (GPBHR)**

A global standard for preventing and addressing the risk of adverse impacts on human rights linked to business activity.

**Unplanned Water Discharge**

An occurrence where an amount of treated or untreated water unexpectedly discharged to a surface or groundwater source.

**Voluntary Principles for Security and Human Rights (VPSHR)**

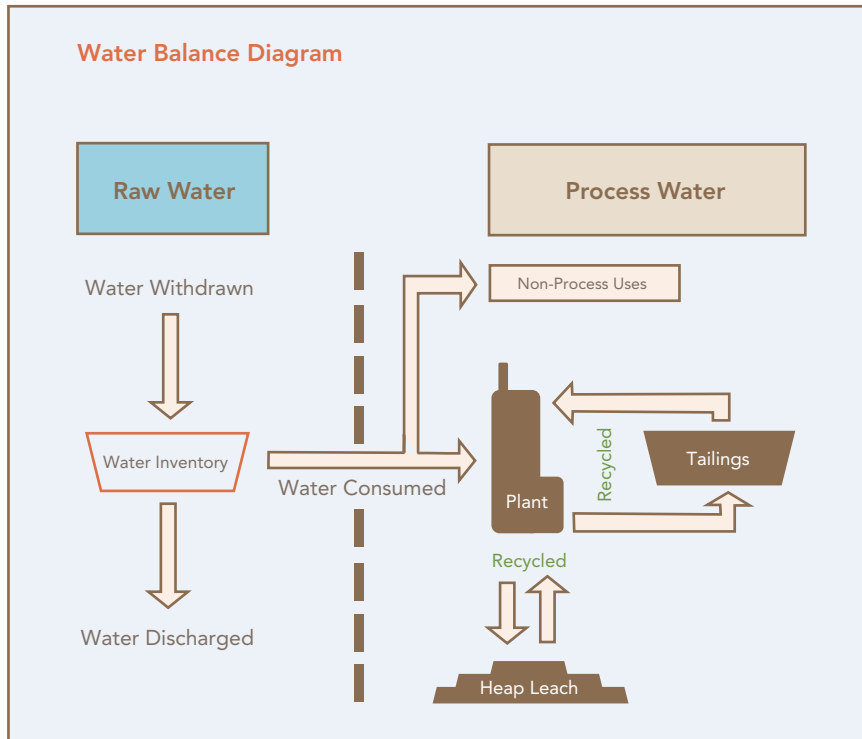
A set of principles designed to guide companies in maintaining the safety and security of their operations within an operating framework that encourages respect for human rights.

**Wages**

Employee salaries, including amounts paid to government institutions on behalf of employees (employee taxes, levies, and unemployment funds).

**Water Consumption or Total Water Consumed**

Amount of water consumed in cubic metres (m<sup>3</sup>). It is calculated as the difference between all source water withdrawals and water discharges minus any change in the water inventory, i.e., total water withdrawn less total water discharges less net changes in water storage. Note that the net change in inventory may be positive or negative depending on the storage situation over the reported year.



**Water Stored or Water Inventory**

Amount of water stored, in cubic metres (m<sup>3</sup>), on a mine site in all water storage facilities (ponds, tanks, tailings facilities, etc.). This does not include water that is lost in tailing pore space, water lost in heap leach pore space, evaporation from the storage facilities, sublimation of ice and snow, or unrecovered seepages from storage facilities (these constitute water consumption).

**Water Withdrawn**

Includes groundwater withdrawn from underground aquifers, surface water withdrawn from wetlands, rivers, streams and lakes, salt/brackish water withdrawn from oceans and salty underground or surface water, and precipitation captured on-site. This does not include water already in onsite storage (i.e., ponds, tanks, heaps and tailings storage facilities (TSF)) prior to the reporting year. Measured in cubic metres (m<sup>3</sup>).

**Water (groundwater)**

Water withdrawn from underground aquifers. Measured in cubic metres (m<sup>3</sup>).

**Water (surface)**

Water withdrawn from wetlands, rivers, streams, and lakes. Measured in cubic metres (m<sup>3</sup>).

**Water (salt/brackish)**

Water withdrawn from oceans, or salty underground and surface sources. Measured in cubic metres (m<sup>3</sup>).

**Water (rain) or Precipitation**

Water captured on the mine site from rainfall or snow and ice melt. Measured in cubic metres (m<sup>3</sup>).

**Water Discharged**

Includes planned and unplanned water discharges. Planned discharges include treated water and water not requiring treatment that is discharged into the environment. Unplanned discharges include extraordinary events and not controlled by management. Measured in cubic metres (m<sup>3</sup>).

**Water Management**

The procedures and systems in place to handle all water in contact with Kinross' mining activities, including groundwater, surface water, rainwater, saltwater, water content in the tailings, and water in the pit.



**Water Recycled**

Recycled water consists of the total volume of water used for processing (measured as the amount of water through the carbon columns for heap leach operations, and the amount of water in tailings slurry sent to the tailings storage facility for milling operations) which is then re-used in the process, measured in cubic metres (m<sup>3</sup>).

**Water Recycling Rate**

Total water recycled as a percentage of total water consumed.

**Water Intensity Rate**

Total water consumed per tonne of ore processed, expressed as litres/tonne.

**Waste Rock Mined**

Mineral waste, i.e., host rock that is uneconomic, that is produced as a result of the mining process. Includes both capital and operating waste and is measured in metric tonnes (tonnes).

**Waste (hazardous)<sup>1</sup>**

As defined by national legislation. Measured at the point of disposal for hazardous waste disposed on-site. Measured at the point of pick up for hazardous waste disposed off-site. Expressed in metric tonnes (tonne).

**Waste (non-hazardous)**

Includes all forms of solid or liquid waste, in metric tonnes (tonne), other than waste rock mined, tailings produced or hazardous waste as defined by national legislation. Measured at the point of disposal for waste disposed on-site. Measured at the point of pick up for waste disposed off-site. The waste disposed on-site and off-site excludes waste water and the waste disposed on-site excludes any wastes that are burned on-site.

**Waste (recycled) or Non-Mineral Recycled Waste**

Materials sent for recycling either on or off the mine site, measured in metric tonnes (tonne). Recycled materials include tires, scrap metal, used oil, cardboard, wood, electronics, light bulbs, batteries, antifreeze. This does not include recycled materials that are brought to the site for use.

**World Gold Council (WGC)**

A market development organization for the gold industry. This organization developed and manages the Conflict-Free Gold Standard (CFG or the "Standard").

<sup>1</sup> Excludes metallurgical waste from the milling process for Paracatu although its national legislation defines this waste as hazardous. This waste has been reclassified as tailings produced for comparability purposes with other sites.

**CONTACT INFORMATION**

**GENERAL**

Kinross Gold Corporation  
 25 York Street, 17th Floor  
 Toronto, Ontario, Canada M5J 2V5  
 Website: [www.kinross.com](http://www.kinross.com)  
 Telephone: 416-365-5123  
 Toll-free: 1-866-561-3636  
 Facsimile: 416-363-6622  
[info@kinross.com](mailto:info@kinross.com)

**CORPORATE RESPONSIBILITY**

Ed Opitz, Vice-President,  
 Safety and Sustainability  
 Telephone: 416-369-6476  
[ed.opitz@kinross.com](mailto:ed.opitz@kinross.com)

**INVESTOR RELATIONS**

Tom Elliott, Senior Vice-President,  
 Investor Relations and Corporate Development  
 Telephone: 416-365-3390  
[tom.elliott@kinross.com](mailto:tom.elliott@kinross.com)

**MEDIA**

Louie Diaz, Director,  
 Corporate Communications  
 Telephone: 416-369-6469  
[louie.diaz@kinross.com](mailto:louie.diaz@kinross.com)

**Publications**

To obtain copies of Kinross' publications, please visit our corporate website at [www.kinross.com](http://www.kinross.com), or contact us by email at [info@kinross.com](mailto:info@kinross.com) or call 1-866-561-3636.

**FEEDBACK**

Kinross welcomes your feedback regarding our 2015 Corporate Responsibility Report. To provide us with your comments, please email us at [info@kinross.com](mailto:info@kinross.com).



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**CAUTIONARY STATEMENT ON FORWARD-LOOKING INFORMATION**

All statements, other than statements of historical fact, contained or incorporated by reference in this report, including any information as to the future performance of Kinross, constitute "forward-looking statements" within the meaning of applicable securities laws, including the provisions of the Securities Act (Ontario) and the provisions for "safe harbor" under the United States Private Securities Litigation Reform Act of 1995 and are based on expectations, estimates and projections as of the date of this report. Forward-looking statements include, without limitation, possible or future events, statements with respect to possible or future events, estimations and the realization of such estimates (including but not limited to associated timing, amounts and costs), expected expenditures and activities, timelines, requirements for additional capital, government regulation, environmental risks, unanticipated reclamation expenses, and title disputes or claims. The words "anticipate", "believe", "budget", "expect",

"efforts", "estimate", "focus", "initiative", "plan", "potential", "pursue", "schedule", "strategy", "study", or "target", or variations of such words and phrases or statements that certain actions, events or results "may", "could", "would", "should", "might", or "will be taken", "occur" or "be achieved" and similar expressions identify forward-looking statements. Forward-looking statements are necessarily based upon a number of estimates and assumptions that, while considered reasonable by Kinross as of the date of such statements, are inherently subject to significant business, economic and competitive uncertainties and contingencies. Many of these uncertainties and contingencies can affect, and could cause, Kinross' actual results to differ materially from those expressed or implied in any forward-looking statements made by, or on behalf of, Kinross. There can be no assurance that forward-looking statements will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements. All of the forward-looking statements made in

this report are qualified by these cautionary statements, and those made in the "Risk Factors" section of our most recently filed Annual Information Form and 40-F, the "Risk Analysis" section of our FYE 2015 and Q2 2016 Management's Discussion and Analysis to which readers are referred and which are incorporated by reference in this report, all of which qualify any and all forward-looking statements made in this report. These factors are not intended to represent a complete list of the factors that could affect Kinross. Kinross disclaims any intention or obligation to update or revise any forward-looking statements or to explain any material difference between subsequent actual events and such forward-looking statements, except to the extent required by applicable law.

**OTHER INFORMATION**

Where we say "we", "us", "our", the "Company", or "Kinross" in this report, we mean Kinross Gold Corporation and/or one or more or all of its subsidiaries, as may be applicable.



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