

Corporate
Responsibility
Summary
Report





Kinross' Corporate Responsibility Report provides an overview of our approach to delivering on our commitment to responsible mining.



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).

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

TABLE OF CONTENTS

01 Message from President and CEO	05 Putting People First – Health and Safety	14 Empowering Communities
02 Performance Highlights	08 Generating Economic Value	19 Managing our Environmental Footprint
04 Our Corporate Responsibility Strategy	11 Engaging our Workforce	Contact Information

MESSAGE FROM PRESIDENT AND CHIEF EXECUTIVE OFFICER

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.



J. Paul Rollinson, President and Chief Executive Officer

We value the health and safety of our employees above all other priorities. In safety, the past two years have been the safest years in the history of the Company.

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.

We have contributed \$4.8 billion, or 73% of the value generated through metal sales, to the economies of host countries through wages, procurement and taxes – an incredible measure of the benefit footprint we generate around the world.

On the environment, 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 reduced water use by 38% since 2014 while energy efficiency projects have resulted in estimated greenhouse gas reductions of over 140,000 tonnes of CO₂e since 2012 based on the operational conditions at the time these projects were implemented.

In our host communities, we have recorded 168,000 interactions with stakeholders in 2015, with positive feedback far outweighing negative feedback received.

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

This summary of our 2015 Corporate Responsibility Report provides an overview of our approach to corporate responsibility (CR) and our performance as responsible miners over the past two years.

J. Paul Rollinson
President and Chief Executive Officer

Learn more about Kinross' on-the-ground performance by watching our case studies available online at:

2015corporateresponsibilityreport.kinross.com

Safety



Round Mountain has been named the safest large mine in Nevada for two years running.

[Learn more](#) ▶

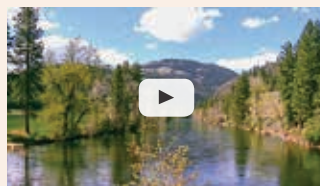
Partnerships



Our partnership with Project C.U.R.E. has improved health care at 25 facilities in Mauritania and Ghana.

[Learn more](#) ▶

Environment



Kinross is leveraging its established track record of successful mine reclamation at Kettle River-Buckhorn.

[Learn more](#) ▶

Community



Schools supported by our Integrar program in Paracatu score above the national average.

[Learn more](#) ▶









PERFORMANCE HIGHLIGHTS

( Favourable  Unfavourable  Neutral)

Kinross' Guiding Principle	Metrics	2014	2015		2015 Highlights
1. Employee Safety 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"> • Kinross achieved best safety performance in Company history. • Achieved a 13% reduction in TRIFR in 2015 over 2014.
	• Reduced Total Reportable Injury Frequency Rate (TRIFR)	0.38	0.33		
2. Business Ethics 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"> • We attained and maintained a Board target of 33% for women Directors. • Delivered anti-corruption training in all three regions and provided special training sessions to our Supply Chain, Projects and Global Security groups.
	• Substantiated cases of corruption (number)	0	0		
3. Stakeholder Engagement 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"> • We recorded approximately 168,000 interactions with stakeholders through active dialogue and community consultation.
	• Grievance investigations (number) (Resolved within target time frame)	18 83%	58 100%		
4. Protecting the Environment 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"> • Four operating sites reduced total annual water consumption. Introduced water savings measures at Paracatu and Tasiast to reduce consumption and improve management. • 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. • 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. • 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.
	• Energy intensity rate (MJ/tonne of ore processed)	120 ^[A]	141		
	• GHG intensity rate (kg CO ₂ e/tonne of ore processed)	10.1 ^[A]	11.5		
	• Non-mineral waste intensity (kg/tonne of ore processed)	0.17	0.22		
	• Waste recycling rate	42%	52%		
5. Responsible Investment 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"> • Established a Community Plan for Closure requirement for all Kinross' operating sites as part of Kinross' Site Responsibility Plan guidance. • Developed and launched the Kinross Best Practices Guide for Closure – Human Resources.

PERFORMANCE HIGHLIGHTS

( Favourable  Unfavourable  Neutral)

Kinross' Guiding Principle	Metrics	2014	2015		2015 Highlights
6. Human Rights and Indigenous Peoples 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"> Substantiated allegations of human rights violations (number) 	0	0		<ul style="list-style-type: none"> Expanded our Human Rights Adherence and Verification Program to include Human Rights Risk Assessments as part of our annual site security audits.
	<ul style="list-style-type: none"> Percentage of security workforce that completed Human Rights Adherence and Verification Program training 	100%	98%		
7. Employer of Choice We provide a rewarding and meaningful livelihood to our employees and strive to be an employer of choice.	<ul style="list-style-type: none"> Turnover – involuntary Turnover – voluntary 	6.8% 5.3%	7.7% 4.6%		<ul style="list-style-type: none"> Launched the Kinross Way for Diversity and Inclusion to enhance workforce diversity across the Company. Launched a new Human Resources Strategy that strengthens alignment with business strategy and Kinross talent management.
	<ul style="list-style-type: none"> Workforce from host country 	98%	97.4%		
8. Local Sourcing 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"> Host country procurement, % of total spend 	77%	79%		<ul style="list-style-type: none"> Recognized by Engineers Without Borders for transparency and reporting of local procurement.
9. Sustainable Communities 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"> Local ¹ component of total benefit footprint (% value distributed locally) 	23%	24%		<ul style="list-style-type: none"> Local payments to governments and local wages increased, but local procurement decreased as a result of cost-cutting measures across the Company. We reached over 770,000 beneficiaries through community programs, initiatives and events through cash and in-kind contributions. 72% of our donations (monetary and in-kind) had measurable community-based outcomes.
	<ul style="list-style-type: none"> Community contributions including cash and estimated in-kind (millions, and as % of EBITDA excluding impairment) 	\$9.9 1.0%	\$11.5 1.4%		
10. Participate in Global Corporate Responsibility Dialogue 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"> UN Global Compact (UNGC) Extractive Industries Transparency Initiative (EITI) Carbon Disclosure Project (CDP) World Gold Council (WGC) Devonshire Initiative International Network for Acid Prevention (INAP) 	n/a	n/a		<ul style="list-style-type: none"> Issued Conflict-Free Gold Report for 2015. Participated in the Devonshire Initiative Beyond Zero Harm project. Supported and participated in the International Network for Acid Prevention and Industry Advisory Group to the International Cyanide Management Institute.

^[A]Independently assured

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

OUR CORPORATE RESPONSIBILITY STRATEGY

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 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 or annual basis;
- Systematic governance of Company CR performance by the Corporate Responsibility and Technical Committee of the Board of Directors.

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.

KINROSS EARNED THE FOLLOWING RECOGNITIONS IN 2014 AND 2015:

- Awarded the 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
- Named among the *Maclean’s* Top 50 Socially Responsible Companies in Canada in 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
- 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

For more information on awards and recognitions received by Kinross and its operations, see [Supplemental Information](#) in the complete [2015 CR Report](#) (pages 124-125).



Putting People First — 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.

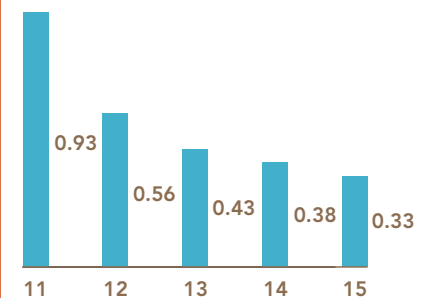
We meet that pledge through our health and safety policy and framework, regular and comprehensive training, and the targets and performance standards we have established.

23% decline
in **TOTAL REPORTABLE INJURY FREQUENCY RATE** over last 3 years

Training for our employees and contractors is also a critical component of safety performance. An estimated 250,000 hours of safety training are delivered annually to employees and contractors at Kinross sites.

FIVE-YEAR SAFETY PERFORMANCE TOTAL REPORTABLE INJURY FREQUENCY RATE

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



CRITICAL RISKS PROGRAM

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, our Critical Risks

Program targets three elements to address underlying causes of fatalities experienced at Kinross over the past decade.

Key initiatives in 2014 and 2015 included implementing Road Going Vehicle Standard, introducing a new formal Permit

to Work Standard, and implementing an updated Contractor Management Program to pre-qualify contractors and suppliers in health and safety to do work at Kinross.

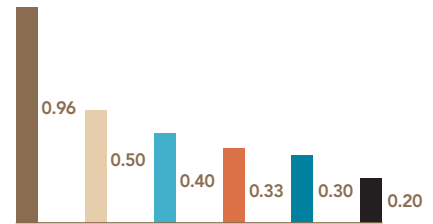
BENCHMARKING SAFETY PERFORMANCE

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 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

- Mining industry peer average
- Accounting, tax preparation, bookkeeping, and payroll services
- Travel agencies
- Kinross
- Insurance agencies and brokerages
- Agents and managers for artists, athletes, entertainers, and other public figures



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.

Building a Safety Culture at Round Mountain

Kinross' Round Mountain mine has been awarded the Nevada Mining Council's prestigious top prize as the safest large surface mine in Nevada two years in a row.

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.

While Kinross sets rigorous corporate safety management standards that must be met, exemplary safety performance

requires an approach 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 encouraged to bring forward any safety concerns and are empowered to stop working if something unsafe is revealed. Rigorous training both in the classroom and on the job are critical.

Read the complete case study in the 2015 CR Report (page 33).
[Watch the video](#)





SAFEGUARDING COMMUNITY HEALTH IN PARACATU

Kinross 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 reported previously, 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.

Results 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 of the completed study were presented to Kinross employees, contractors, the local community, media, and local and state authorities.

Read the 2015 CR Report, Safeguarding Community Health in Paracatu (pages 36-37).

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 contributing to the critical elimination of breeding grounds at site and in the community.





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.

OUR STRATEGY FOR VALUE DISTRIBUTION

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.

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 Benefit Footprint graph shows the breakdown of spending by operations at the sub-national levels for 2015, compared with revenue for 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 communities. 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 and local procurement, and recruitment.

\$4.8 
billion spent
in **HOST COUNTRIES**
over two years

29% of revenue
spent at **LOCAL LEVEL**
in 2015

2015 DISTRIBUTION OF ECONOMIC VALUE¹

(\$ MILLIONS)

2015	Revenue	Payments to Governments				Total to Gov't	In-Country Suppliers ²	In-Country Wages ³	Community ⁵	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 ⁴	0.8	72.1	(293.6)	
Total	3,052.2	127.0	137.4	70.4	334.8	1,523.7	607.5	7.6	397.1	181.5	

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.

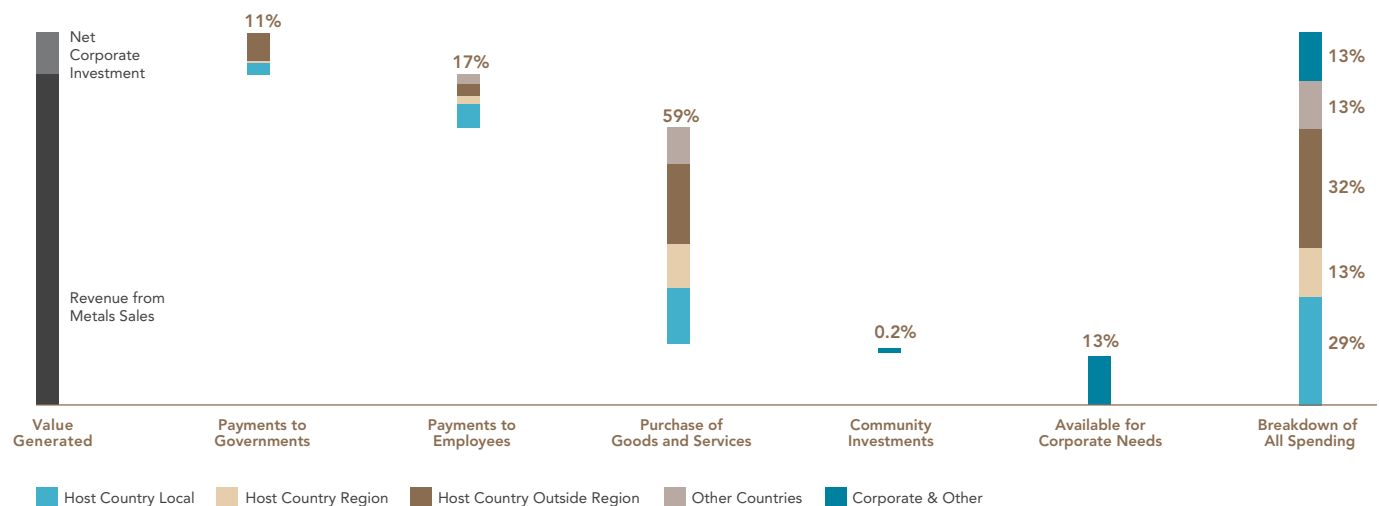
3 In-country wages reported by country include payments made to nationals and exclude wages paid to expatriate employees.

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



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 79% of total procurement in 2015, in line with our corporate target of 75-80% 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.

2015 LOCAL PROCUREMENT ¹

	Local ²	Total In-Country ³	Imported
Brazil	11%	80%	20%
Chile	68%	99%	1%
Ghana	3%	69%	31%
Mauritania	0% ⁴	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.

ASSESSING THE IMPORTANCE OF OUR BENEFIT FOOTPRINT

In Brazil, the availability of long-term community-level data has allowed us to quantitatively measure the positive impacts of our Paracatu operation on the well-being of the host community.

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, where our mine has been in operation since 1987.

The data show that, since 1990, Paracatu has advanced 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 the national- and state-wide averages in a number of key social indicators (see table below).

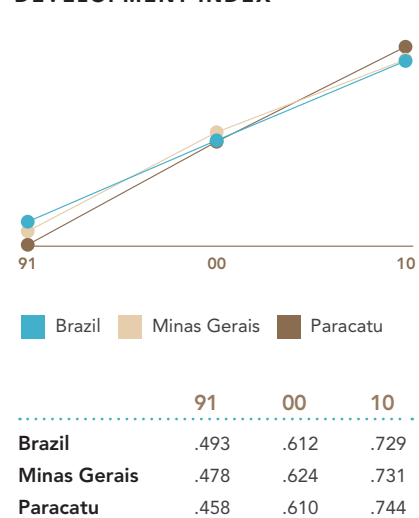
While there are multiple contributors to the economic health of Paracatu, such as agribusiness and education, we believe these data provide a clear indication of the contribution to community development from the wages and benefits, local procurement, and payments to governments generated by our mine.

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 ¹	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

1 Gini: See Glossary in the complete 2015 CR Report.

COMPOSITE HUMAN DEVELOPMENT INDEX





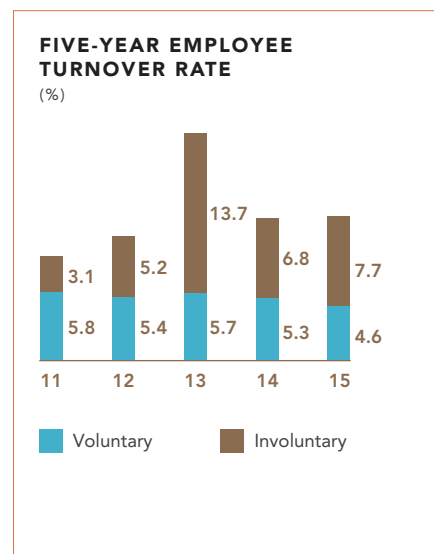
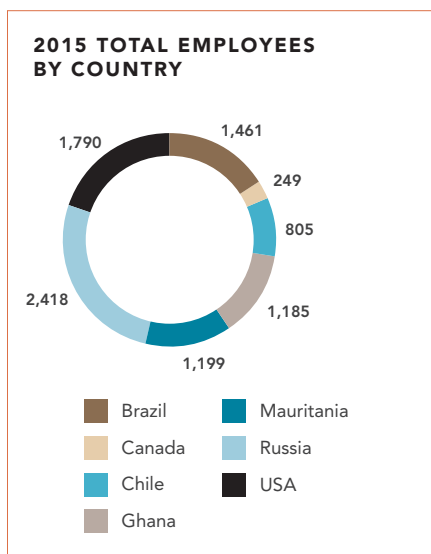
Engaging Our Workforce

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

We are committed to being “an employer of choice” among responsible global mining companies through best practices in all aspects of the employee life cycle.

In 2015, we developed and launched a new Human Resources Strategy to better align with Kinross’ business strategy and market realities. Our goal is to create a culture of highly engaged employees to effectively execute the Kinross strategy and drive our business forward.

\$607.5 
million in **WAGES AND BENEFITS** paid

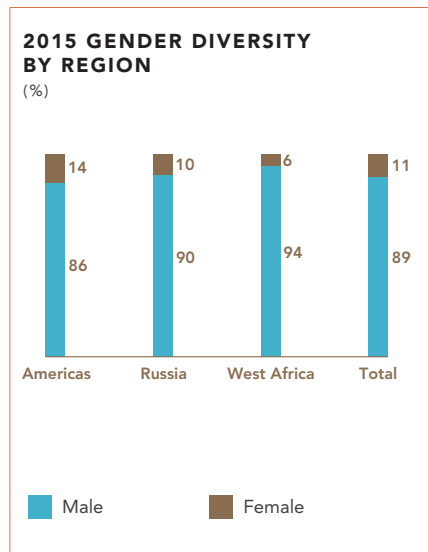


WORKPLACE DIVERSITY AND LOCAL HIRING

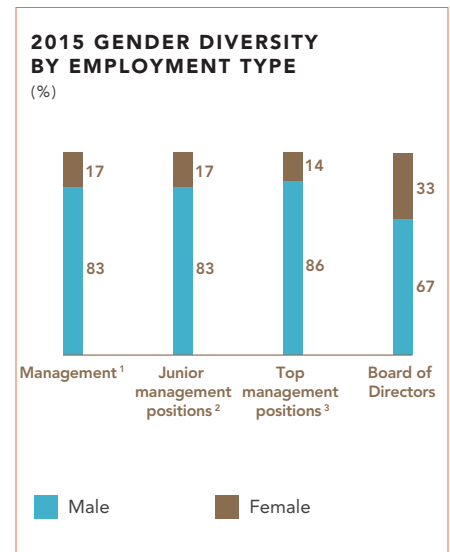
Our employees represent diverse values, traditions and cultural realities. We strive to create an inclusive culture where diversity is valued and respected. In 2015, we approved the Kinross Way for Diversity and Inclusion articulating Kinross' guiding principles for diversity and inclusion and expectations across the Company.

Kinross has been an industry leader when it comes to Board diversity. The Company appointed its first woman Director in 2005, and appointed two more women to the Board in 2013 for a total of three women Directors. In 2015, the Board reached its gender diversity target of 33%, set in the Board of Directors Diversity Policy established in 2014.

We have 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.



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

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.

In 2015, 83.2% of managers and 97.4% of our workforce were hires from within host countries.

2015 LOCAL EMPLOYEE HIRING BY COUNTRY

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

	Workforce	Management
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%
TOTAL	97.4%	83.2%

97.4% | 
of our workforce
hired from within
HOST COUNTRIES

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 positions. 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.

100%  of Kinross sites have full-time **INTERNAL TRAINERS**

Integrating Bald Mountain Employees

Kinross announced the acquisition of the Bald Mountain mine in Nevada on November 12th, 2015. 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 which included channels for two-way communications (toll-free hotline and email) and the distribution of information packages.

In January 2016, we 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 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 acquisition closing date, confirming the program's success.





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.

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 these concerns with promptness and clarity.

SITE RESPONSIBILITY PLANS

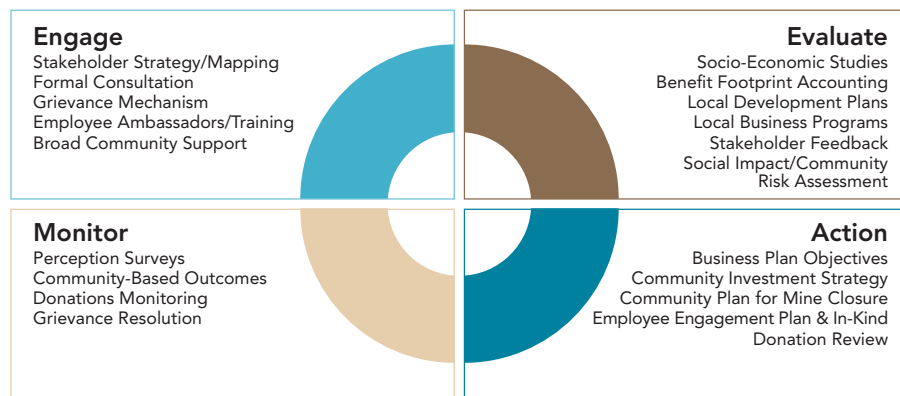
Our Site Responsibility Plans (SRPs) provide a framework for planning and implementing stakeholder engagement strategies that support our commitments to our host communities. We strengthened our SRP Framework in 2015, establishing an expectation that all sites will develop a Community Plan for Mine Closure 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.

Site Responsibility Plans



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.

An inaugural environmental monitoring training program was held in 2013. We partnered with the Magadan-based VNII-1 research institute in 2014 to provide a more comprehensive six-day training course which included information on water treatment and other pertinent topics.

A second six-day training program took place in August 2015. 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.



To learn more, read the **2015 CR Report, Working with Indigenous Peoples** (pages 72-77).

ENGAGING OUR STAKEHOLDERS

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.

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.

Stakeholder Identification Cycle



Across Kinross sites, we recorded 168,000 interactions with stakeholders in 2015 and recorded 58 grievances during the year, which were resolved within the target time frame.

▶ For details on our management of key stakeholder issues at our sites, read the **Key Stakeholder Issues** table in our **2015 CR Report** (pages 64-71).

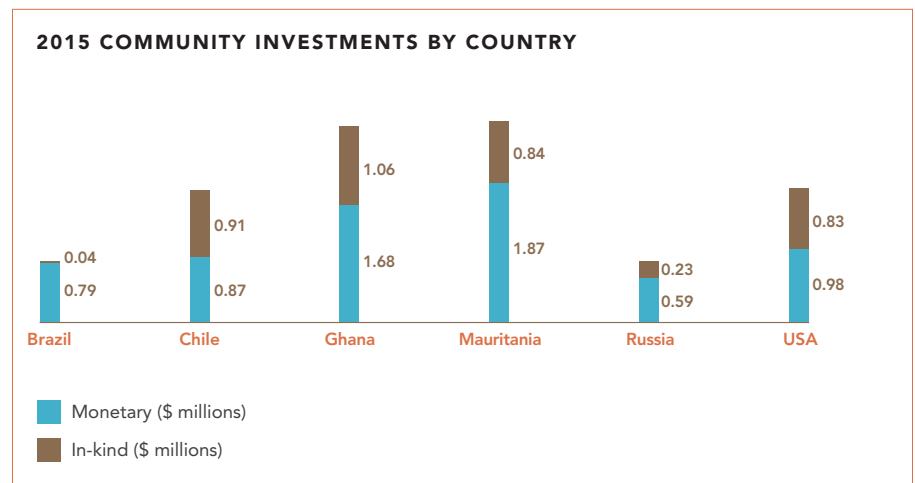
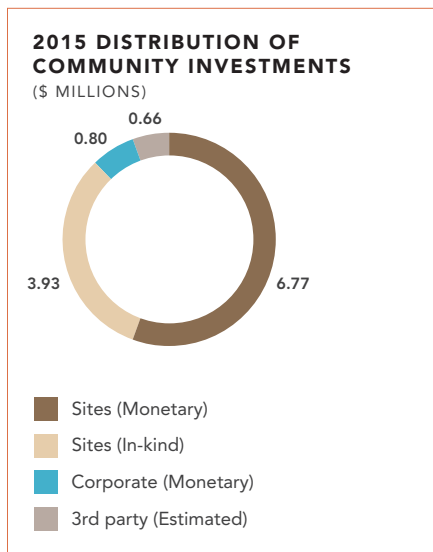
COMMUNITY AND SOCIAL DEVELOPMENT

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.

Through 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 operating sites.

We identify community-based outcomes to measure the effectiveness of specific community programs and to ensure individual actions are aligned with strategic goals.

For details on our community-based outcomes, read **Kinross Community Focus** in the **2015 CR Report** (pages 79-80).



72% of donations (monetary and in-kind) had **MEASURABLE** community-based outcomes in 2015

2015 COMMUNITY INVESTMENTS BY CATEGORY


	Donation (percent)	In-kind (percent)
Civic Groups	5.6	12.4
Community Activities	4.0	29.9
Education	5.7	18.8
Environment	4.4	10.8
Health and Nutrition	54.7	10.9
Local Business	0.7	5.2
Local Infrastructure	21.1	9.9
Youth	3.8	2.1
Total	100.0	100.0

Celebrating Education at Integar na Praça

At the heart of Kinross’ Integar program is the goal of contributing to a better quality of life for the people of Paracatu. Integar na Praça (Integar 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 Integar program, 83% are achieving test scores above the national average.

Read the case study in the **2015 CR Report** (page 82). Watch the video 



Generating Economic Value in Alaska

Kinross sites conduct 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 Fort Knox mine, located in the Fairbanks North Star Borough (FNSB) in the state of Alaska, 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. The mine conducted its first socio-economic study in 2011 and second site-specific socio-economic study in 2015. 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.

The Fort Knox mine is an example of how the industry not only pays for its way through tax revenues to local and state entities, but how mining sector employees contribute to the host community.

SUMMARY OF FORT KNOX MINE ECONOMIC IMPACTS, 2014

Economic Activity	Impacts
Total Impacts	
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
Direct Impacts	
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



Advancing Community Health in Ghana and Mauritania

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. Our partnership with Project C.U.R.E., a U.S.-based NGO, in Mauritania since 2012 and Ghana in 2014, is playing an important role in advancing the goal of improved community well-being through better health care.

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 of donated supplies have been delivered to Mauritania and three to Ghana, benefiting 28 clinics. Kinross' annual contribution of \$167,000 for both countries has helped deliver more than \$5 million in medical supplies and a broad range of equipment.

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 report increased capacity to attend to patients.

Kinross is also supporting Project C.U.R.E.'s "Helping Babies Breathe", a "train the trainer" program directed at nurses and midwives to strengthen infant and maternal health care in Ghana and Mauritania.



Read the complete case study in the **2015 CR Report** (pages 97-98).

Watch the video 

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. While there is no regulatory requirement for community closure planning, it helps 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.

As Kettle River-Buckhorn approaches the end of its mine life, 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 objectives. First, to engage the community to ensure that the impacts of mining were well understood.

Second, to mobilize existing resources to help local residents, including small businesses, prepare for mine closure and to empower community stakeholders to take the lead on planning for the reality of post-mining. Stakeholder engagement efforts were augmented through 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 of both Ferry and Okanogan counties. Ongoing stakeholder engagement surveys have shown that these initiatives have been instrumental in preparing the community for a post-mining environment.

To learn more, see the **2015 CR Report** (pages 89-90).





Managing Our Environmental Footprint

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

We reinforced our commitment and management of the environment through a number of important initiatives in 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.

We strengthened our Tailings Management program and standard across Kinross, enhancing independent review and introducing new best practices to the systematic evaluation and monitoring of our tailings facilities. We worked closely with our sites to continue implementation


of Kinross’ water strategy, including site-specific metrics and management targets for more efficient water use. And, we completed a Cyanide Code certification review at Tasiast and certified in substantial compliance. Remaining action items are being addressed to meet all requirements.

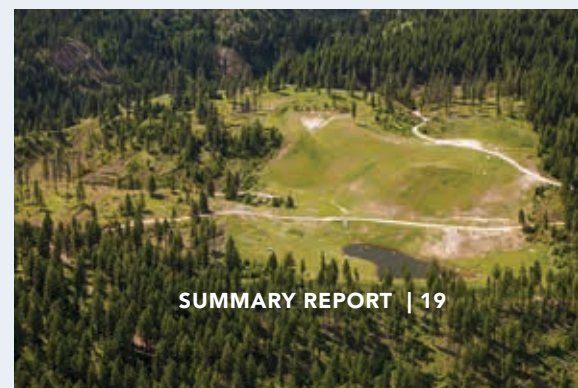
Advancing Reclamation at Buckhorn Mine

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 are leveraging our experience and expertise and working with our stakeholders to ensure that 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. Our goal is to have as little visual difference between what the land looked like prior to commencement of exploration and mining activities to after reclamation activities are completed. We will also continue treating

water and monitoring water quality for a period of time to ensure the water quality goals are met.

Read the case study in the **2015 CR Report** (page 122).
Watch the video 



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.

In 2014, Kinross sites had zero Notices of Violation (NOVs) and paid fines of \$116,000 pertaining to NOVs issued in prior years. In 2015, Kinross received a total of four NOVs and associated fines totaling \$7,557. At Maricunga, we received

notification of a sanctioning process regarding alleged impacts to wetlands.

For more information about Maricunga, see Key Stakeholder Issues (page 67) in the 2015 CR Report.

OUR WATER STRATEGY

We understand that our licence to operate depends upon our ability to demonstrate responsible stewardship of water.

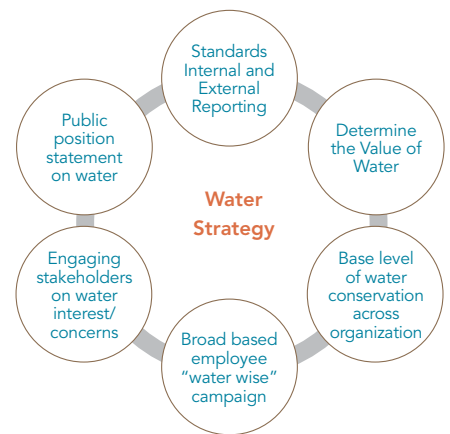
Our water strategy is aimed at improved measurement and understanding of our water consumptive activities, assessment of the drivers affecting the "value of water", and development of appropriate site-specific conservation strategies.


Our Water Management Strategy and Water Management Standards require each site to understand its water footprint and to implement management and mitigation measures and to minimize impacts.

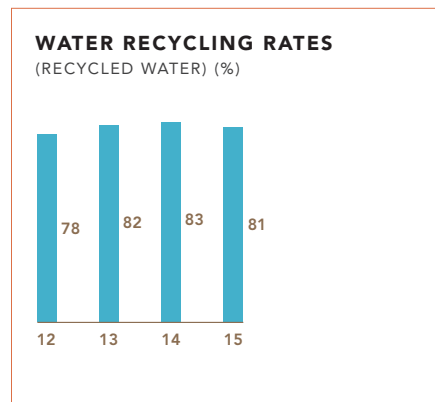
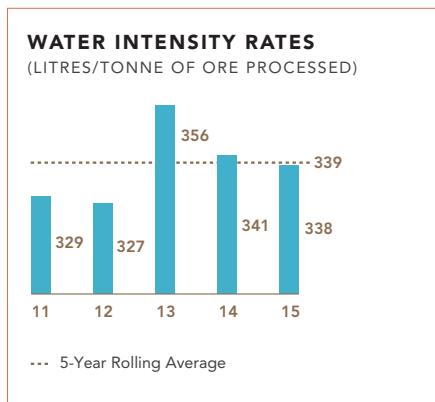
Between 2014 and 2015, Kinross' total water intensity rate decreased from 356 l/t of ore processed in 2013 to 341 l/t in 2014, and 338 l/t in 2015. We have also reduced total water consumed by 13% and 15% year-over-year.

These improvements are due to a combination of reduced precipitation, improvements in water use efficiency, and a reduction in the amount 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.



15% 
reduction in total water **CONSUMPTION** from 2014 to 2015



81% 
of the **WATER CONSUMED** at our operations was **RECYCLED** in 2015

See our **2015 CR Data Tables** at 2015corporateresponsibilityreport.kinross.com for more information.



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, the degree that dust obscures visibility. We routinely test all point sources with a particular emphasis on potential mercury emissions.

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 the end of October 2013).

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 in 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.

Climate change impacts and strategies to address them are a key component of the Environmental Impact Assessment (EIA) process for permitting new mine projects.

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 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.

See kinross.com/corporateresponsibility/environment/default.aspx

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. Reducing energy use is an integral part of this strategic initiative to improve operational efficiencies and reduce costs.

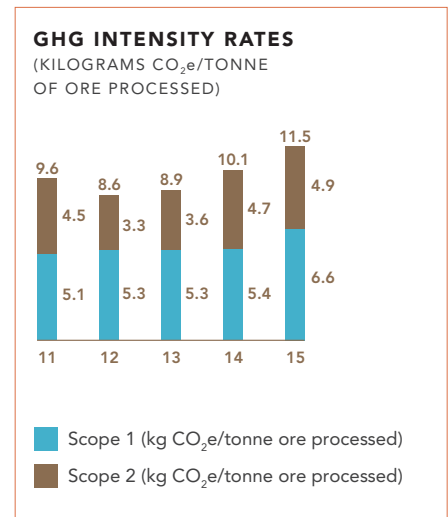
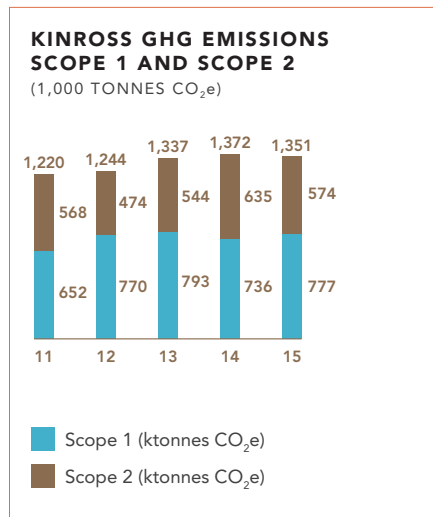
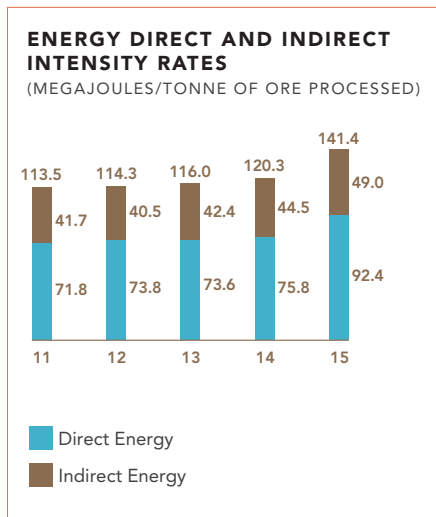
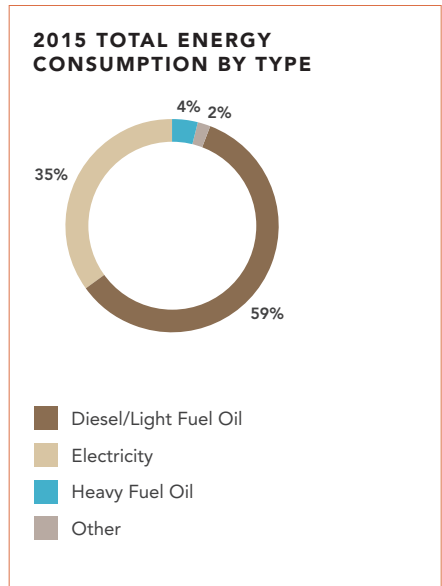
34,000

tonnes/year of **CO₂e SAVINGS** achieved through energy **EFFICIENCY** initiatives

Energy Use and Efficiency

During 2015, our operations consumed 16.6 million gigajoules (GJ) of energy (i.e. purchased energy and fuels) compared to 16.3 million GJ in 2014, an increase of 1.8%. Energy intensity increased from 120 MJ/per tonne of ore processed in 2014 to 141 MJ/tonne of ore processed in 2015. This reflects the increase in haulage distances and slopes as active mine areas move deeper and include other factors such as, self-generation of power at Maricunga following the extreme rainfall, operational disruptions at Paracatu, and a reduction in heap leaching (which has lower energy intensity) at Tasiast.

GHG emissions dropped from 1,372 ktonnes of CO₂e in 2014 to 1,351 ktonnes in 2015, a decrease of 1.4%.



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 rock, is directly related to the amount of ore processed.

Our focus is on the safe handling and proper disposal of all wastes to ensure environmental effects are minimized

and that these materials do not pose a significant hazard to the environment, our employees and the local community.

See our **2015 CR Data Tables** at 2015corporateresponsibilityreport.kinross.com for more information.

Tailings Management

Safe and responsible management of tailings disposal is critical to our business, our stakeholders and for our industry.

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. 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 confirmed the overall strength of our existing standards and programs, several key areas for improvement were identified, including:

- Reinforced accountability
- Increased role of the “Engineer of Record” (EOR)
- Formalized operating plans and programs
- Enhanced operations monitoring and performance reporting, including the introduction of a quarterly Tailings Scorecard

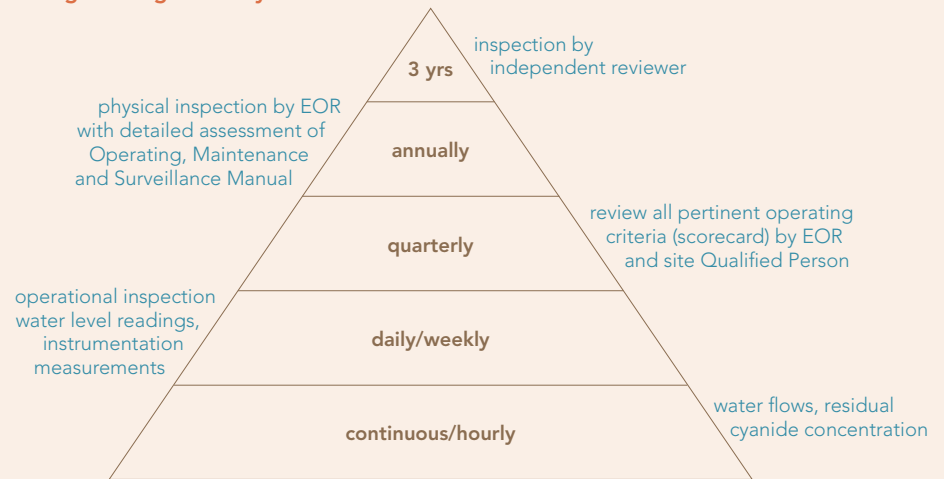
- Reinforced role of “third-party” and “fourth-party” independent review

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.



To read more, see **2015 CR Report, Tailings Management** (pages 115-116).

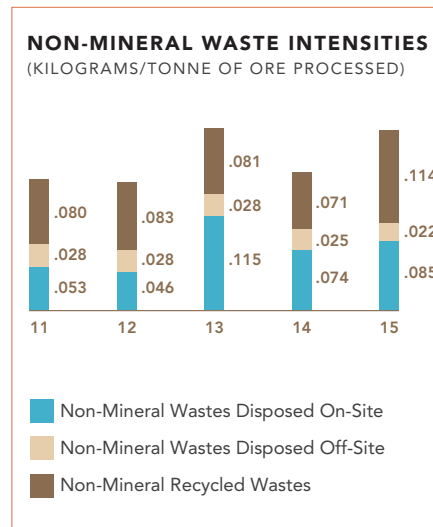
Tailings Management System



Non-Mineral Wastes

We are continuously seeking ways to reduce waste generation as well as increase the amount of waste we can recycle and reuse. 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.



52% 
of non-mineral waste **RECYCLED** by operations in 2015

MANAGING CYANIDE

Compliance with the International Cyanide Management 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 are certified under the Cyanide Code. In 2016, Tasiast was certified in substantial compliance and remaining action items are being addressed.



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, as a minimum, meet our corporate Reclamation and Closure Standards and in a manner that demonstrates excellence and establishes industry-wide leadership. Efforts are made to reclaim land no longer required for operations while mining operations are still active.

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.

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.

Read the case study **Advancing Reclamation at Buckhorn Mine** in the **2015 CR Report** (page 122).

Watch the video 





BIODIVERSITY

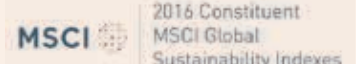
Protection of biological resources in close proximity to Kinross' activities is a key element in Kinross' environmental strategy. This includes identification, monitoring and protection of both biodiversity and biological habitat and minimizing impacts. Our initial assessment and ongoing management plans are carried out in consultation with local

stakeholders – governments, non-governmental organizations (NGO), indigenous peoples and other community members – who can help us understand and protect local ecosystems.

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.

At Paracatu, and 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.

This summary of our **2015 Corporate Responsibility Report** provides an overview of our approach to corporate responsibility (CR) and our performance as responsible miners over the past two years. To learn more about Kinross' CR strategy, our priorities and on-the-ground performance, visit our full CR Report, including our 2015 CR Data Tables and GRI Index, at 2015corporateresponsibilityreport.kinross.com.



CONTACT INFORMATION

GENERAL

Kinross Gold Corporation
25 York Street, 17th Floor
Toronto, Ontario, Canada M5J 2V5
Website: www.kinross.com
Telephone: 416-365-5123
Toll-free: 1-866-561-3636
Facsimile: 416-363-6622
info@kinross.com

CORPORATE RESPONSIBILITY

Ed Opitz, Vice-President,
Safety and Sustainability
Telephone: 416-369-6476
ed.opitz@kinross.com

INVESTOR RELATIONS

Tom Elliott, Senior Vice-President,
Investor Relations and Corporate
Development
Telephone: 416-365-3390
tom.elliott@kinross.com

MEDIA

Louie Diaz, Director,
Corporate Communications
Telephone: 416-369-6469
louie.diaz@kinross.com

PUBLICATIONS

To obtain copies of Kinross' publications, please visit our corporate website at www.kinross.com, or contact us by email at 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.



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