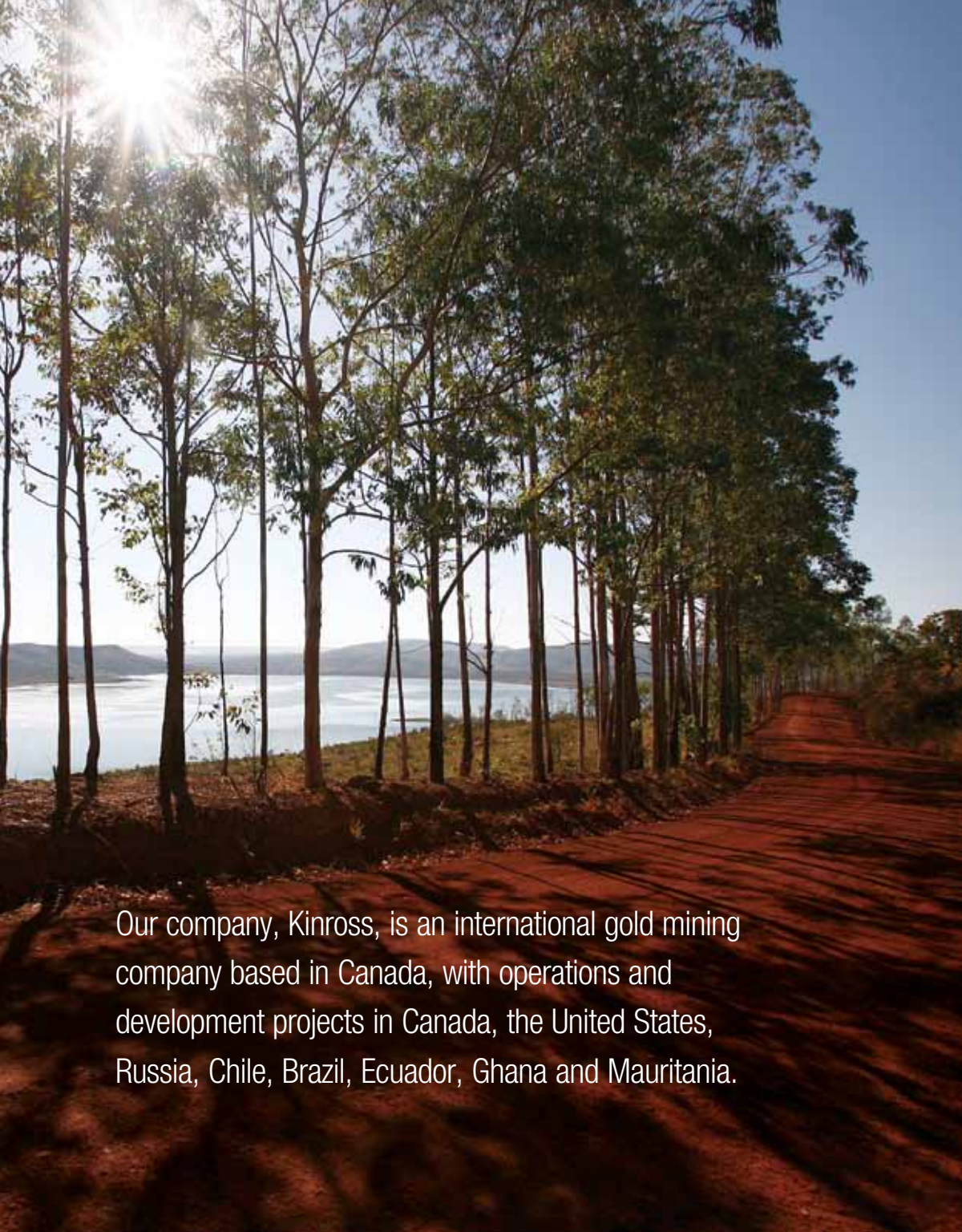


living our  
values...

KINROSS

the Kinross way



Our company, Kinross, is an international gold mining company based in Canada, with operations and development projects in Canada, the United States, Russia, Chile, Brazil, Ecuador, Ghana and Mauritania.



We are a young, dynamic organization with a global reach and an international perspective. **TOGETHER, WE ARE BUILDING A GREAT COMPANY.**

As we continue our evolution  
to become **ONE OF THE  
WORLD'S LEADING GOLD  
MINING COMPANIES**,  
it is critical to reflect on what  
it means to be a member  
of the Kinross family.

What kind of company do we all belong  
to? What are the principles and values  
that guide us – regardless of where  
we work in the world?






The purpose of this booklet is to answer these and other questions, and to introduce “The Kinross Way” – a philosophy and approach based on four values which guide the company and which every employee needs to understand.

We hope it will help you better understand your company, what we need to do to be successful, and how important your efforts and commitment are to achieving that success.

our Kinross



An aerial photograph of a large-scale mining operation. The landscape is dominated by terraced, dark-colored hillsides that have been excavated. A prominent, winding dirt road or conveyor system cuts through the lower part of the site. In the background, a range of mountains with patches of snow is visible under a clear blue sky. The foreground shows a dirt road and some sparse, dry vegetation.

Kinross is an entrepreneurial and nimble organization that prides itself on being different. We are committed to generating value for our stakeholders worldwide – namely, the people who entrust us with their capital, livelihoods, communities and environments.



We believe that we must strive continuously to minimize our environmental impact.

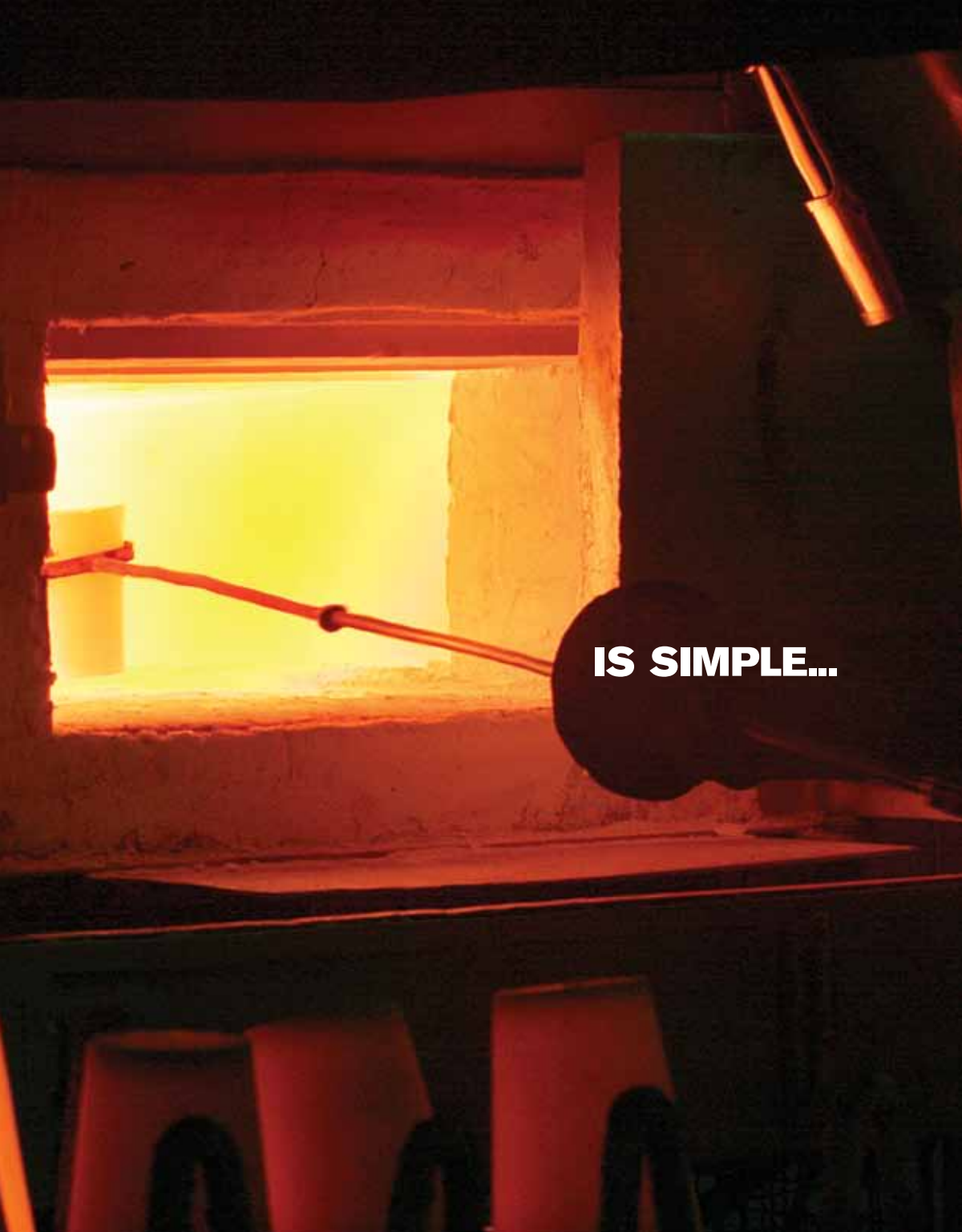
We believe that our credibility as an organization is a by-product of the excellence of our people.

Finally, we believe we must never, under any circumstances, compromise on safety.

## **THIS IS OUR PERSONALITY**

It will help differentiate us from our competitors and will position the company for sustained growth and long-term success.

our core purpose



**IS SIMPLE...**

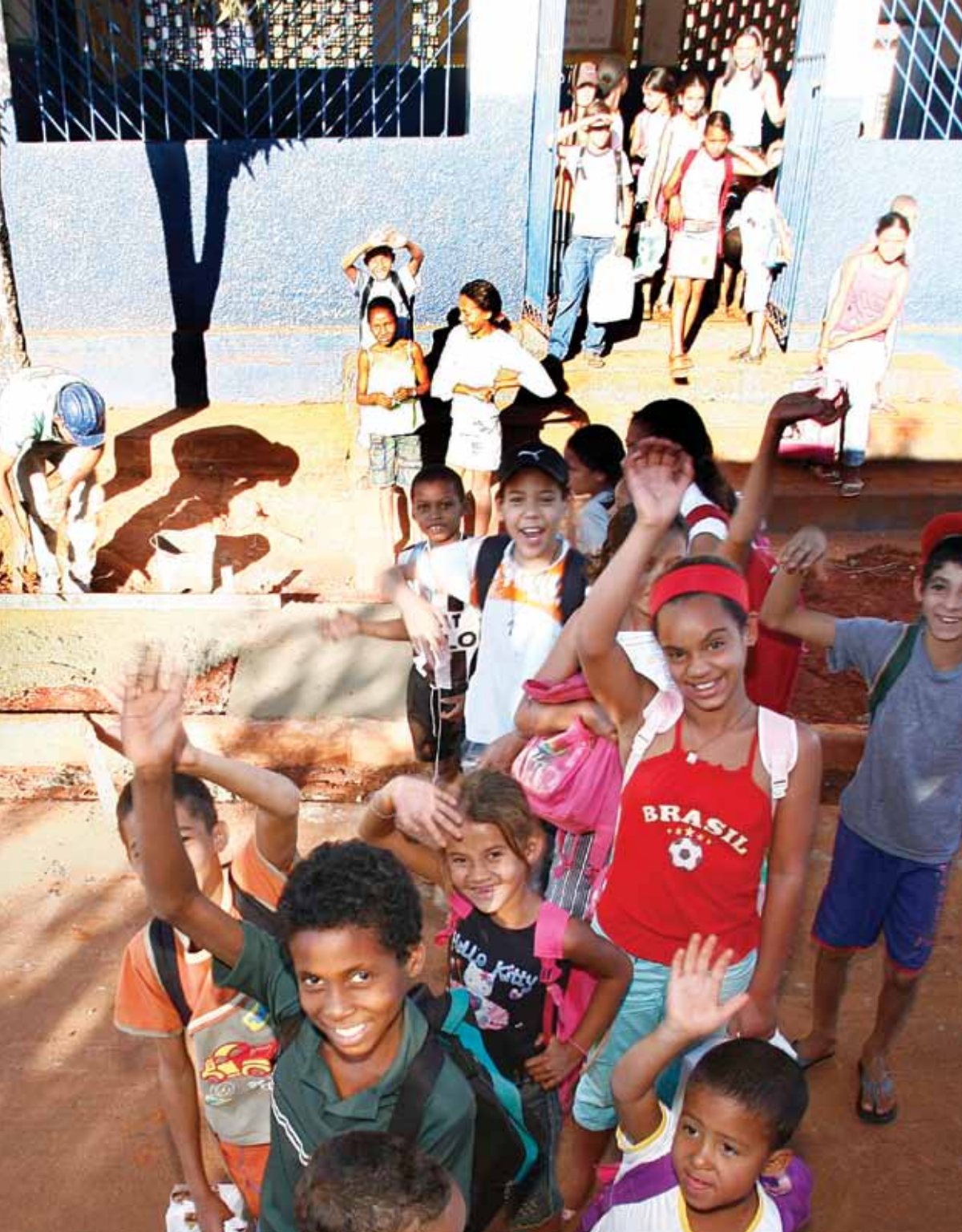


# TO LEAD THE WORLD IN GENERATING VALUE THROUGH RESPONSIBLE MINING.

This goal is not just about profits or growth – although both are important.

It recognizes that the idea of “value” is relevant not only to our shareholders, but equally to our people and the communities in which we operate.

Everyone in our organization has an important role to play in bringing this vision to life.



our values  
**WHAT WE BELIEVE IN**



If our core purpose provides us with a clear picture of **WHERE** we want to go, our values act as a compass to guide us in **HOW** we do our work, and how we balance competing priorities as an organization.

While our business strategy and objectives may change from time-to-time, our values are non-negotiable and unchanging:

- they form a foundation upon which business decisions and long-term strategic plans will be developed and assessed;
- they provide a scorecard against which our individual performance will be evaluated, and against which new employees will be selected; and,
- they illustrate a standard of acceptable behaviour at Kinross, both in how we behave towards one another, and how we behave towards those who have a direct interest in our success as a company.

In short, our values comprise the fundamental DNA of the company. At Kinross, we have four values. These are:

**1** PUTTING  
**PEOPLE**  
**FIRST**

**2**  
**OUTSTANDING**  
**CORPORATE CITIZENSHIP**



**3** HIGH  
**PERFORMANCE**  
CULTURE

**4** RIGOROUS FINANCIAL  
**DISCIPLINE**

Living these values is key to what we mean when we talk about “The Kinross Way.”

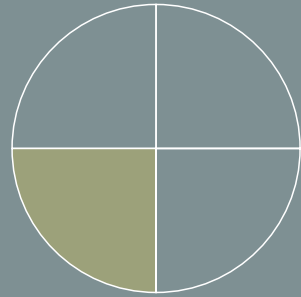


Value



## **PUTTING PEOPLE FIRST**

- Health and safety are our number one priority – among employees, partners, suppliers, and in the communities in which we operate.
- We will always treat each other with fairness and respect, and we will seek constantly to provide opportunities for professional development and personal growth.
- We will foster a working environment which celebrates and supports diversity and recognizes that, as a global company, we must remain sensitive to local cultures, customs and practices.
- We will ensure all of our people are kept informed of important company developments and issues.



Value

2

## **OUTSTANDING CORPORATE CITIZENSHIP**

- We are committed to the highest ethical and governance standards in the industry.
- We value integrity and transparency in all that we do.
- Corporate responsibility, as articulated by our Corporate Responsibility Principles (see Appendix), will remain a key business priority for the company.
- We will be uncompromising regarding these commitments.

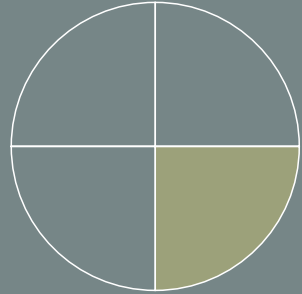


Value

3

## **HIGH PERFORMANCE CULTURE**

- We are a results-oriented company, with a relentless focus on the delivery and execution of high business objectives.
- We value innovation, adaptability and accountability in executing against our business strategy.
- We want our people to be known across the industry for their passion, sense of urgency, ability and initiative.
- Teamwork is essential to what it means to work at Kinross.
- Continuous improvement is central to our business culture.
- We recognize and reward excellence.



Value

4

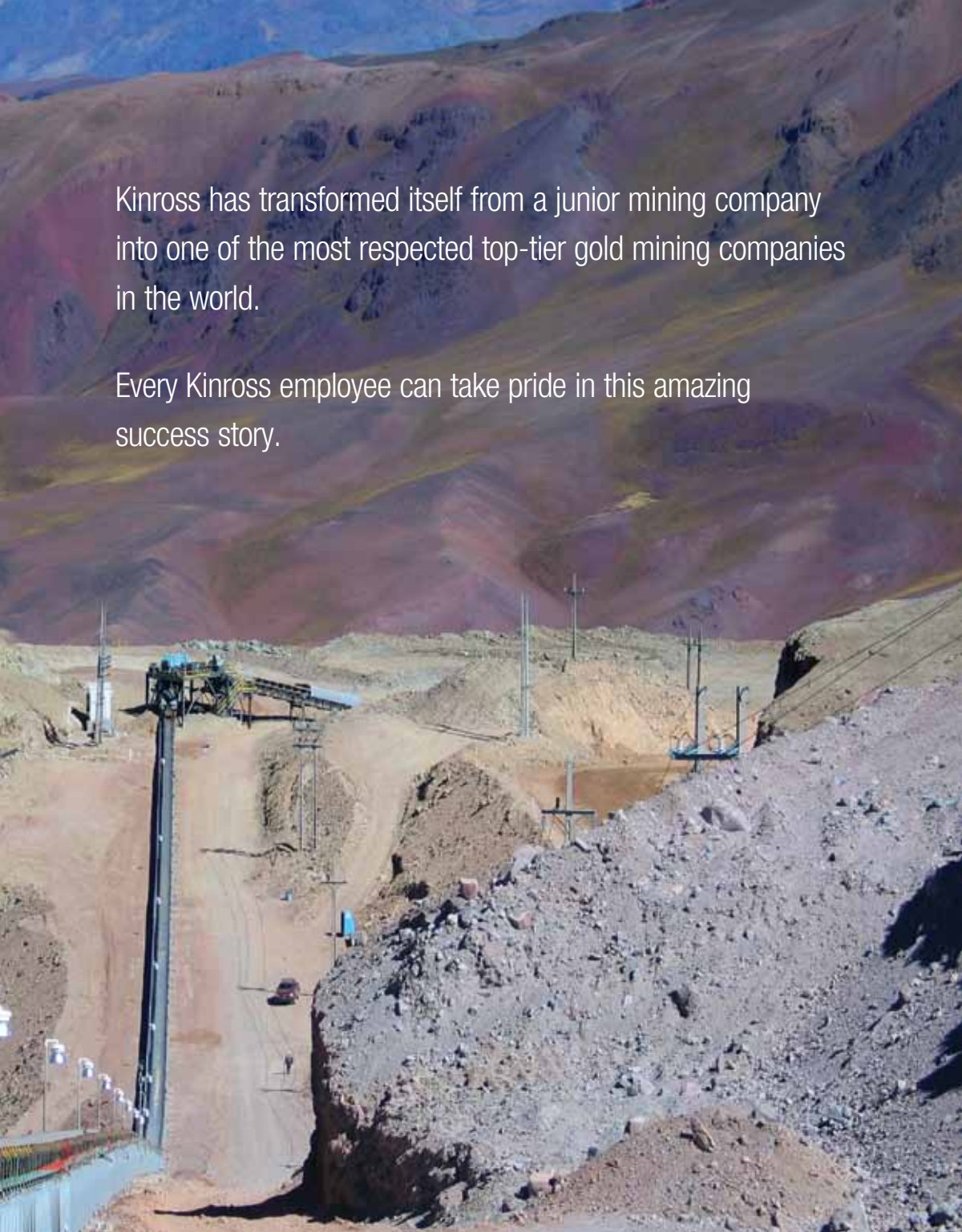
## **RIGOROUS FINANCIAL DISCIPLINE**

- We will at all times be prudent with shareholders' money.
- Discipline is central to our management philosophy.
- We will always seek new, more efficient ways to use the company's resources.

Putting people first, outstanding corporate citizenship, high performance culture, rigorous financial discipline: these are the essential elements of The Kinross Way.

our future together  
**THE KINROSS WAY**





Kinross has transformed itself from a junior mining company into one of the most respected top-tier gold mining companies in the world.

Every Kinross employee can take pride in this amazing success story.





**JOIN US IN BRINGING THIS VISION TO LIFE**

the Kinross way

Appendix

ten guiding  
principles  
for corporate  
responsibility

1 We put people first and our number one priority is the safety of every employee.

2 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.

3 We promote an ongoing dialogue and engagement with stakeholders in the communities where we operate, maintained in a spirit of transparency and good faith.

4 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.

5 We consider all aspects of an operation or new project – including social, environmental, and post-closure issues – in making our investment decisions.

6 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.

7 We provide a rewarding and meaningful livelihood to our employees and strive to be an employer of choice.

8 We seek to maximize employment, business and economic opportunities for local communities from our existing operations and new projects.

9 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.

10 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.





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**KINROSS**

[www.kinross.com](http://www.kinross.com)