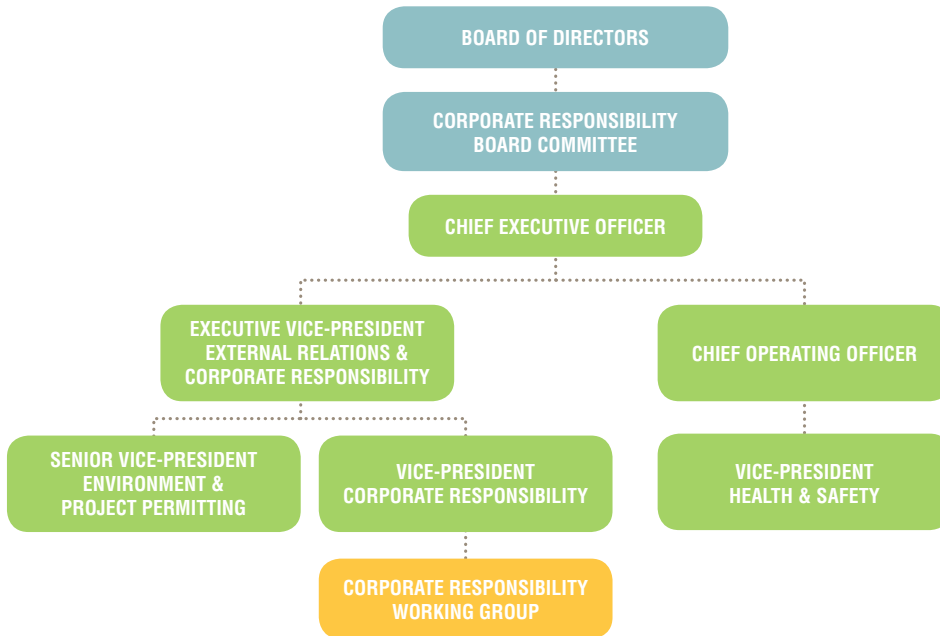


# MANAGING CORPORATE RESPONSIBILITY

## GOVERNANCE AND ORGANIZATIONAL STRUCTURE

The implementation of our new strategy demands the investment of every employee. To help focus our work, Kinross has instituted an organizational structure that further strengthens our governance of corporate responsibility, acknowledging the crucial importance it plays in maintaining our social license to operate.



In 2009, the Board’s Environment, Health and Safety Committee was renamed the Corporate Responsibility Committee, with an expanded mandate. We created a corporate External Relations and Corporate Responsibility Group, with an Executive Vice-President, External Relations and Corporate Responsibility (ER/CR) reporting to our CEO, plus the newly

established position of Vice-President, Corporate Responsibility. The ER/CR Group oversees corporate responsibility (including environment), community relations and project permitting, each a strategic priority for the Company. The composition of the group, which also includes government relations and corporate communications, reinforces

collaboration among the key functions associated with corporate responsibility, permitting and external relations.

In 2009, we also created a new position of Vice-President, Health and Safety reporting directly to the Chief Operating Officer.

## BOARD OF DIRECTORS CORPORATE RESPONSIBILITY COMMITTEE



**John K. Carrington**  
Corporate Director



**John A. Keyes**  
Corporate Director  
Chair, CR Committee



**Catherine McLeod-Seltzer**  
Independent Chairman,  
Pacific Rim Mining Corporation



**Terence C. W. Reid**  
Corporate Director

# MANAGING CORPORATE RESPONSIBILITY

To support the development of the CR strategy, a Corporate Responsibility Steering Committee, which includes representatives from the Senior Leadership Team (SLT), led the approval of key elements of strategy development and liaised with the full SLT and Board. The Committee is supported by a cross-functional Working Group made up of regional and corporate representatives, which developed key elements of the strategy. The Working Group also drafts and reviews CR policies and contributes to other elements of CR strategy implementation.

## MEASURING PERFORMANCE

We demand a high level of accountability for corporate responsibility performance across the Company. We have rigorous systems in place that provide our sites with guidance and annual site-specific targets, and require the effort and commitment of each of our employees.

At Kinross, we measure our CR performance in three comprehensive ways:

- **Lagging Indicators:** Our mandate is to meet and, where possible, exceed environmental, health and safety regulatory requirements at all of our operations, exploration sites and closure properties. Failure to meet regulatory requirements is measured by lagging indicators and enforcement actions, such as notices of violation, regulatory notices, major releases and permit exceedances. Over the next two years, we plan to develop lagging indicators for social performance.



- **Leading Indicators:** We also measure leading indicators of performance, including internal inspections and employee training in environmental, health and safety matters. These leading indicators provide us with a proactive look at the management programs in place that will prevent releases, permit excursions, enforcement actions and keep our workforce safe. We are planning to develop leading indicators for social performance over the next two years.
- **Site Audits:** We assess our performance against the standards and expectations outlined in our CR Management System through a comprehensive internal auditing program, which systematically measures our success and identifies opportunities for improvement. As part of the audit program, we conduct a comprehensive EHS compliance and management system audit at each site every two years. These audits play a

critical role in assessing our performance against our EHS Management System. The audit protocol reviews the site's compliance with EHS regulatory requirements in the relevant jurisdiction, best management practices and our EHS Management System. While the internal CR audit program has focused on environmental, health and safety performance, the audit protocols are being expanded to measure performance against our CR Management System and formal standards and guidance for social performance.

We also track our performance by way of internal perceptions, through our regular employee surveys, as well as external rankings for corporate responsibility and governance, and our inclusion in socially responsible investor indices. As part of our Site Responsibility Plans, we plan to track community perceptions systematically through stakeholder surveys or other formal or informal feedback mechanisms, as appropriate.