

KINROSS

A GUIDE TO
THE KINROSS WAY
OF LEADERSHIP



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Introduction

The Kinross Way of Leadership

At Kinross, the strength of our global leadership team is a key competitive advantage which we need to continually nurture and develop, both as individual leaders and as a company.

The Kinross Way of Leadership is founded on our core values and their associated Leadership Practices:

Core Values

Putting People First

Outstanding Corporate
Citizenship

High Performance Culture

Rigorous Financial
Discipline

Leadership Practices

Health and Safety Discipline
Respect
Coaching and
Developing people

Responsible Mining

Accountability
Execution Excellence
Teamwork and Cooperation

Bottom Line Focus
Continuous Improvement

Leadership Development

Leadership development begins by having clear guidelines on what it means to lead “The Kinross Way”, which we can use to help guide our own behaviour and to coach those who report to us. These guidelines must address some fundamental questions:

- Do our actions consistently reflect and model our four core values?
- Are we “Leading at Our Level” – in other words, are we focused on the right activities for our particular level of responsibility/accountability in the organization?
- Are we providing the right kind of guidance and coaching for the people who report to us?
- Are we able to identify and/or assess someone’s potential to “transition” successfully from one level to the next?
- Can we identify the appropriate leadership behaviours of the people who report to us, set appropriate expectations, and address any gaps in our performance reviews and development programs?

How to Use this Booklet

This booklet is designed to help address these questions and provide basic guidelines to help make you a better leader, and to develop the leadership skills of those who report to you.

It will help you to understand more clearly:

- How the Kinross values translate into specific leadership behaviours in your day-to-day work;
- The specific accountabilities and areas of focus for each leadership level;
- The specific behaviours to look for when evaluating and giving feedback about performance.

Integrated Leadership Approach

The Leadership Practices provide the foundation for the behaviours that describe each of the levels of leadership outlined in this booklet. The booklet illustrates how the Kinross Way of Leadership is integrated into critical "People Leadership" processes for which you are directly accountable. The booklet is an important reference tool to help you with the following:

1. Performance Management

- This is the fundamental process for ensuring that we coach our direct reports and measure their performance regularly and consistently against established performance and behaviour objectives, and that Individual Development Plans are in place.
- The Leadership Transitions provide behavioural definitions to help ensure leaders are clear about the expectations on what they need to do to "Lead at their Level".
- Use these behavioural definitions to help create individual development plans, and the "Development Options" suggested for each Transition Category can further inform development plan objectives.

2. Leadership Development

- The Leadership Transitions support career discussions by illustrating the kinds of skills needed by those who aspire to specific management/leadership roles.
- The segments on "Behaviours/Practices to Avoid" can assist both new and more experienced managers - and those who coach them - as a tool for remaining self-aware of potential pitfalls and how to steer clear of them.

3. Talent Management

- The Leadership Behaviours provide a benchmark for assessing someone's potential capability to lead at the next level, and serve as a tool to help determine their readiness for promotion.
- The Leadership Behaviours associated with each Transition Category enable managers to create development plans focused on the acquisition of specific skills/development areas designed to accelerate readiness.

4. Recruitment

- A high performance company hires some leaders from outside as well as promoting from within. In hiring people to fill leadership roles at Kinross, it is critical to determine their ability to live the Kinross values, demonstrate the Leadership Practices, and lead at the level of the position for which they have been hired.



Leadership Transitions

The foundation for Leadership Development

Leadership Development at Kinross is based on the concept of “Leadership Transitions”. Moving from one Leadership Level to the next is a critical juncture in an individual’s career and represents a significant expansion in the scope of their role. Each of these transitions calls for the demonstration and application of particular skill sets in order to be able to lead successfully at that level.

Each “Leadership Level” covers a number of roles and job titles. This means that you and your reporting manager might be in the same “Leadership Level”; for example, a site Maintenance Foreman and General Foreman would be in the same “Leadership Level” -- even though one might report to the other.

You will likely hold many different positions or roles during the course of your career, but you will probably only experience a few key transitions. A transition represents a significant shift and evolution in the nature and scope of your leadership role, and introduces or emphasizes particular skill sets necessary for leading successfully at that level.

The sections that follow expand on these skill requirements and expected outcomes and describe some of the kinds of behaviours to avoid. All of the behaviours, regardless of Leadership Level, reflect Kinross’ four core values and their associated Leadership Practices.

Additional Leadership Development Tools

There are additional supplemental tools to assist in various phases of Leadership Development, from recruiting (Behavioural Interview Guide for Leaders), managing ongoing performance (Performance Management Toolkit), and other tips, tools, and training available through the Leadership Excellence site on Kinross Connected:

<http://kinrossconnected.kinross.com/Sites/HR/leadershipexcellence/Pages/Welcome.aspx>.

The Kinross Way of Leadership: An Overview

Internal & External Leadership Pipeline



LEVEL 4

Managing a Function / Site

- Vice-Presidents (VPs)
- General Managers (GMs)
- Senior Vice-Presidents (SVPs)

LEVEL 5

Managing a Global Functional Area / Region

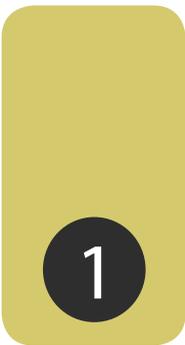
- Regional Vice-Presidents (RVPs)
- Executive Vice-Presidents (EVPs)
- Senior Vice-Presidents (SVPs)

Development Options

- New Manager Orientation
- SAFEmap Leadership
- Schulich Executive Training
- New Job Experience
- Coaching
- Mentoring
- Assessments
- eCornell

Development Options

- New Manager Orientation
- Assessments
- Executive Coaching
- Executive-Specific Programs



LEVEL 1
Individual Contributors

Who are Individual Contributors?

Employees who do not have direct reports and who are not formally supervising or overseeing the work of other (internal) employees. Specific titles include but are not limited to:

- | | |
|--|---|
| Operators,
Miners,
Mechanics,
Electricians,
Welders | Specialists, Analysts,
Coordinators in all
business functions
(Operations,
Finance, HR,
Communications, Legal,
Security/Safety, etc.) |
| Technical
Team Members:
Engineers,
Geologists,
Metallurgists | Clerks, Administrators,
Assistants, other
Support Staff |

An Overview of the Individual Contributor
Level of Leadership:

At this level emphasis is on the need to complete assigned tasks in the required timeframe and to deliver quality results that meet business objectives and support our High Performance Culture value. Results are achieved through the application of teamwork, respect and continuous improvement.



KINROSS VALUES & LEADERSHIP PRACTICES

PUTTING PEOPLE FIRST

- Health & Safety Discipline
- Respect
- Coaching & Developing People

OUTSTANDING CORPORATE CITIZENSHIP

- Responsible Mining

HIGH PERFORMANCE CULTURE

- Accountability Execution Excellence
- Teamwork & Cooperation

EXPECTATIONS FOR LEVEL 1

LEADERSHIP BEHAVIOURS

- Leads by example through consistently exhibiting safe working practices.
- Actively contributes to the team and willingly goes outside scope of own role to do so.
- Develops and maintains positive relationships with peers and works well with individuals and groups outside own team.
- Builds trust by treating others with respect.
- Makes an effort to understand other points of view.

- Follows the organization's values, code of conduct, and Guiding Principles for Corporate Responsibility and when in doubt, consults with someone who knows the codes and principles.
- Identifies and takes action when unsafe practices or non-compliant behaviours are occurring, even if outside of own team.
- Positively represents the company outside of work and acts in a manner consistent with the Guiding Principles for Corporate Responsibility.
- Demonstrates a commitment to the environment and community.
- Holds self and others accountable for minimizing our environmental impact.

- Sets goals based on team/department/function goals.
- Achieves performance and development goals.
- Assumes personal accountability.
- Recognizes issues, problems, and opportunities impacting their role and offers/implements solutions.
- Learns from experiences.
- Applies technical knowledge and expertise to achieve own and team performance objectives.

RIGOROUS FINANCIAL DISCIPLINE

- Bottom Line Focus
- Continuous Improvement

- Takes necessary and appropriate actions to achieve quality and timely work output.
 - Efficiently manages multiple priorities.
 - Researches and seeks out information and applies it to making recommendations, finding solutions, making decisions, etc.
 - Adapts to change and encourages others to do likewise.
 - Upholds company standards, processes, and practices.
 - Increased personal effectiveness through self-development.
 - Contributes to the development of team members by sharing knowledge, expertise, and time.
 - Informs and involves others as needed/appropriate, such as reporting manager, teammates, individuals or stakeholders outside the team, etc.
-
- Focuses on continuous improvement: makes suggestions and collaborates with teammates to increase efficiencies in costs, processes, procedures, etc.
 - Makes appropriate and cost-effective use of company assets (e.g. tools, equipment, funds).

BEHAVIOURS/PRACTICES TO AVOID:

- Focusing on your own results to the exclusion of the team.
- Being unwilling or reluctant to take on additional work at times or to help out team members with theirs.
- Not taking accountability for the work you do and the outcomes it produces.
- Failing to be respectful of others and not building positive relationships with team members and others outside the team.

2

LEVEL 2

Managing Individual Contributors

Who are the Managers of Individual Contributors?

These individuals are usually the direct reporting manager for an Individual Contributor. Specific titles include but are not limited to:

Sr. Geologists, Engineers, etc. who may have more junior technical employees reporting to them; Shifters, Mill & Mine Ops. Supervisors

Functional Managers of support business areas in the Regional and Corporate offices (e.g. Finance, HR, IT); Supervisors in operations and business functions (e.g. HR, Finance, Safety/Security)

An Overview of the Transition to Managing Individual Contributors:

At this level there is a critical shift in focus from performing tasks primarily oneself to a more increased collaboration and motivating, coaching, and supporting others. This requires a different set of skills and behaviours than when one is an Individual Contributor, notably in the areas of planning work, designing jobs, delegating tasks, solving problems and measuring performance. A challenge for individuals at this level is managing the balance between completing their own work and helping their direct reports, and others, to be effective.

Planning Horizon: 0-1 year



KINROSS VALUES & LEADERSHIP PRACTICES

PUTTING PEOPLE FIRST

- Health & Safety Discipline
- Respect
- Coaching & Developing People

OUTSTANDING CORPORATE CITIZENSHIP

- Responsible Mining

EXPECTATIONS FOR LEVEL 2

LEADERSHIP BEHAVIOURS

- Ensures safety practices and procedures are implemented and adhered to by team and self.
- Delegates work as appropriate.
- Motivates and engages team members.
- Builds trust and credibility with team members and others by treating each person with respect.
- Confronts prejudicial or inappropriate behavior or comments.
- Conducts regular formal and informal check-in discussions with direct reports.
- Demonstrates trust in direct reports to achieve work commitments.
- Holds self and team accountable for upholding health and environmental protection standards and requirements.
- Ensures the Guiding Principles for Corporate Responsibility are followed.
- Positively represents the company outside of work and acts in a manner consistent with the Guiding Principles for Corporate Responsibility.
- Supports community action plans and events conducted within the local community.



HIGH PERFORMANCE CULTURE

- Accountability Execution Excellence
- Teamwork & Cooperation

- Makes sound and supportable decisions.
- Keeps key stakeholders informed and facilitates collaboration.
- Achieves individual and team performance goals.
- Sets clear goals with all direct reports.
- Evaluates performance against set objectives and differentiates between performance levels of direct reports.
- Creates an environment of knowledge-sharing and collaboration.
- Hires and retains high-performing Individual Contributors to the team.
- Builds commitment to change and to embracing/ implementing changes such as new processes, technologies, etc.
- Increases own leadership effectiveness through self-development.
- Speaks of team members in positive terms.

RIGOROUS FINANCIAL DISCIPLINE

- Bottom Line Focus
- Continuous Improvement

- Recognizes and manages risk in the day-to-day operations.
- Encourages, welcomes and implements the team's ideas for new ways of achieving results or improving/ enhancing processes.
- Makes appropriate choices when electing to spend or not spend company funds.
- Makes financial expenditures consistent with departmental budgets.

BEHAVIOURS/PRACTICES TO AVOID:

- Stepping in to do the work when someone makes a mistake, rather than coaching and developing those accountable for completing the work.
- Not setting clear performance objectives for employees.
- Not sharing information or unnecessarily excluding direct reports from decision-making.
- Colluding with direct reports when a company process, upgrade, or policy is unpopular.
- Exhibiting preferences for particular employees.
- Letting employee performance issues go unaddressed.
- Never giving positive feedback and recognition.



3

LEVEL 3

Managing Managers

Who Manages Managers?

While these individuals may have 1-2 Individual Contributors reporting to them, their team is largely made up of those who themselves manage Individual Contributors. Specific titles include but are not limited to:

Foremen, General
Foremen, Mine
Superintendents, Mine
Managers, Operations
Managers, Mill
Superintendents,
Mill Managers

Directors within
functional areas
(e.g., Regional HR,
Corp HR, Regional
Controllers, IT,
Legal, etc.)

An Overview of the Transition to Managing Managers:

The focus at this level is ensuring that managerial and leadership work is being delegated to direct reports, and coaching and developing this capability in the team. It is also necessary to ensure that strong "front-line" managers (i.e., managers of Individual Contributors) are being selected and trained. The priority at this level is on successful execution through managing and directing resources and ensuring teams are able to collaborate successfully.

Planning Horizon: 1-3 years



KINROSS VALUES & LEADERSHIP PRACTICES

PUTTING PEOPLE FIRST

- Health & Safety Discipline
- Respect
- Coaching & Developing People

OUTSTANDING CORPORATE CITIZENSHIP

- Responsible Mining

EXPECTATIONS FOR LEVEL 3

LEADERSHIP BEHAVIOURS

- Ensures safety standards are not compromised in the attainment of results.
- Achieves high performance in their department through successful front-line managers, regularly coaching and managing their performance.
- Has a successor identified and a development plan in place for them.
- Has own development plan in place as well as one for each direct report.
- Establishes trust and credibility by treating everyone with respect and meeting all commitments.
- Devotes time to focus on and develop own leadership skills.
- Ensures that health, community and environmental protection standards are not compromised in the attainment of results.
- Positively represents Kinross in the community.
- Ensures the Guiding Principles for Corporate Responsibility are followed.



HIGH PERFORMANCE CULTURE

- Accountability Execution Excellence
- Teamwork & Cooperation

RIGOROUS FINANCIAL DISCIPLINE

- Bottom Line Focus
- Continuous Improvement

- Establishes the department strategy and vision; shares and cascades department business goals.
- Motivates the whole team and engages all employees by reinforcing the department vision and objectives.
- Structures the department and deploys resources to achieve business goals.
- Achieves individual and department goals.
- Appropriately measures and differentiates performance and holds direct reports accountable for doing same.
- Ensures that time, focus, and priorities of direct reports and department employees are aligned appropriately.
- Manages change by demonstrating a commitment to change.
- Leads change initiatives within and outside the department.
- Informs, influences, and engages key stakeholders at all levels of the organization (this includes reporting manager, peers, direct reports, colleagues in other departments, individuals external to the organization such as suppliers, contractors, etc.).
- Establishes and maintains collaborative and productive relationships with internal colleagues and within own department that ensure teamwork and information sharing.
- Guides the department in problem-solving and takes decisive action.
- Sets expectation for direct reports and their teams to identify new ways of achieving results or improving/enhancing processes.
- Plans and manages the department budget and derives maximum value for expenditures.

BEHAVIOURS/PRACTICES TO AVOID:

- Delaying and evading difficult decisions or those that may be received as “unpopular”.
- Finding reasons to do the work rather than coaching direct reports to manage work processes and resolve issues (this includes justifying by saying it is “quicker”).
- Not sharing information.
- Not giving positive feedback and recognition OR not giving feedback for improvement when it is needed.
- Devoting too much time to Business/Operations matters to the exclusion of people leadership.
- Asking for ideas and feedback but never implementing them or acting on them and not holding employees accountable.

4

LEVEL 4

Managing a Function/Site

Who Manages the Function/Site?

The key characteristic of this leadership category is that the individual will have leadership accountability for an entire functional unit or site. Specific titles include, but are not limited to:

Site GMs

Senior
Vice-Presidents

Functional VPs

(e.g., Finance, Legal, IT,
Communications), some
Directors

An Overview of the Transition to Managing a Function/Site:

This level is characterized by an increase in the breadth of leadership accountability with focus now expanding outside one's own functional (and often comfort) area, and developing an outward focus (e.g., industry best practices, knowledge of competitors). As such, activity now encompasses working with other functional leaders, getting comfortable working in areas/topics outside one's own experience or expertise, integrating the different teams within the function and optimizing the effectiveness of the overall function rather than just one component of it, and understanding the position of the company within the broader industry context.

Planning Horizon: 3-5 years



KINROSS VALUES & LEADERSHIP PRACTICES

PUTTING PEOPLE FIRST

- Health & Safety Discipline
- Respect
- Coaching & Developing People

OUTSTANDING CORPORATE CITIZENSHIP

- Responsible Mining

EXPECTATIONS FOR LEVEL 4

LEADERSHIP BEHAVIOURS

- Establishes a safety culture within the function through one's own behaviour and holding others accountable for theirs.
- Builds trust and credibility throughout the function, and with other functions, by treating others with respect and meeting commitments.
- Communicates a compelling vision for the function that engages and motivates all employees within the function.
- Develops own direct reports and holds them accountable for doing the same.
- Asks for feedback from employees at all levels.
- Gives full credit to teams/team members for successes achieved.

- Proactively develops, builds, and supports Kinross' reputation within the local community.
- Ensures the development and activation of contingency plans to respond to critical issues relating to the health and safety of the environment and community.
- Is knowledgeable about local laws and corporate responsibility expectations of local governments.



HIGH PERFORMANCE CULTURE

- Accountability Execution Excellence
- Teamwork & Cooperation

RIGOROUS FINANCIAL DISCIPLINE

- Bottom Line Focus
- Continuous Improvement

- Develops a functional strategy aligned with the Four Point Plan.
- Delivers on functional goals that directly support the corporate strategy.
- Cascades the functional plan and holds teams accountable for setting goals that align with it.
- Influences and motivates through multiple levels and across multiple functions to increase and improve collaboration, speed, and quality of execution.
- Develops and delivers on a talent management strategy to ensure bench strength.
- Makes complex decisions that consider numerous factors such as corporate values, fiscal accountabilities, production expectations, etc., as well as the needs of stakeholders.
- Expands the function's capabilities through identification of new targets and selecting, developing, and deploying resources effectively.
- Sponsors change initiatives within own function and across the organization; assesses the impact of change and adjusts planning accordingly.
- Gives people authority as well as accountability for deliverables.
- Actively develops own leadership effectiveness and expansion of technical knowledge and skills.
- Establishes a culture of continuous improvement whereby the function is characterized by its innovation, creativity, and responsiveness.
- Mitigates operational risk; evaluates contingencies and takes appropriate actions/decisions.
- Evaluates, understands, and articulates implications of financial and other decisions on the broader organization.
- Plans and manages key financial commitments (e.g. budgets, SBPs) and ensures returns on the company's investments.

BEHAVIOURS/PRACTICES TO AVOID:

- Staying too focused within own function or continuing to focus excessively on one component of the function (e.g. Processing or Mine Ops.).
- Remaining in comfort zone or own area of expertise.
- Not trusting others to do the work, thereby getting too overloaded with tasks and meetings to address issues, problems, or processes more appropriately left to the teams.
- Avoiding or not addressing leadership shortcomings or development needs relating either to themselves and/or to their direct reports.
- Over-relying on the opinion/input of a couple of team members to the exclusion of others.

5

LEVEL 5

Managing a Global Functional Area/Region

Who Manages a Global Functional Area/Region?

The key characteristic of this leadership category is that the individual will have leadership accountability for a business area potentially involving multiple functions. Specific titles include but are not limited to:

Regional
Vice-Presidents

Senior Vice-Presidents

Executive Vice-Presidents

An Overview of the Transition to Managing a Global Functional Area/Region:

This level is characterized by its emphasis on long-term planning and strategy and a keen awareness of the company's position within the broader industry. It includes the ability to astutely assess industry trends, the merit and applicability of industry best practices, and the strengths/potential pitfalls of competitive strategies. The focus is on achieving results by managing leaders, NOT by managing business activities. This level also involves overall accountability for the balance sheet as well as enhancing shareholder value. At this level, leaders need to ensure the right strategies are in place and are adequately and appropriately resourced to grow the business.

Planning Horizon: 5-10 years



KINROSS VALUES & LEADERSHIP PRACTICES

PUTTING PEOPLE FIRST

- Health & Safety Discipline
- Respect
- Coaching & Developing People

OUTSTANDING CORPORATE CITIZENSHIP

- Responsible Mining

EXPECTATIONS FOR LEVEL 5

LEADERSHIP BEHAVIOURS

- Creates a culture of safety throughout the business and all its associated functions.
- Unfailingly acts as a role model for the entire business/region through ethical and fair practices.
- Listens and learns from individuals at all levels; is visible to employees and communicates directly with them on key issues (e.g. Town Hall).
- Aligns best talent and critical positions to achieve business goals.
- Measurably improves business/organizational bench strength; has identified successors that have appropriate development plans in place.

- Engages and influences key external stakeholders (e.g. government bodies, NGOs, shareholders, JV partners, community leaders) and demonstrates understanding of their critical concerns and values.
- Provides leadership and effectively represents the company with professionalism and integrity in responding to critical issues (e.g. community, labour, environmental).
- Develops Kinross' reputation of being an employer of choice within the community.



HIGH PERFORMANCE CULTURE

- Accountability Execution Excellence
- Teamwork & Cooperation

RIGOROUS FINANCIAL DISCIPLINE

- Bottom Line Focus
- Continuous Improvement

- Hold self and the business accountable for demonstrating the Kinross values.
- Defines the vision and strategy for the business/region within the context of the broader enterprise vision and strategy.
- Motivates other leaders (peers and functional leaders) and employees through their communication of a compelling vision.
- Establishes and fosters respect with the Board of Directors through the effective delivery and exchange of information.
- Sets targets for the functions that enable delivery of business results.
- Delivers on business objectives through those managing the functions.
- Develops strong cross-functional teams that integrate seamlessly, responds quickly, and delivers target results.
- Implements enterprise programs, initiatives, policies, and procedures.
- Leverages technologies (metrics, reports) to assess business performance and drive future strategy.
- Leverages resources from business support functions (e.g. Finance, HR, IT, etc.)
- Champions innovation.
- Establishes an infrastructure that supports sustained growth and profit.
- Evaluates organizational risk in the short, medium, and long term and adjusts strategies and plans in a way that reduces/mitigates it.
- Delivers profits and shareholder value.
- Manages a portfolio of assets and ensures sound financial management to deliver on key financial commitments and to increase company valuation.

BEHAVIOURS/PRACTICES TO AVOID:

- Failing to ensure that business/regional strategies and practices are fully aligned with the broader enterprise strategy.
- Not establishing expectations with leaders regarding employee engagement and its importance to business success.
- Continuing to stay involved in work activities that are within the purview of other leaders within the business/region.
- Bypassing leaders reporting to you and directly managing their direct reports.
- Operating on too short a time horizon. (e.g., reviewing daily/weekly metrics)
- Neglecting the ongoing assessment and development of talent.

Leadership Development Support Resources

To access the Leadership Excellence site on KinrossConnected, please go to:

<http://kinrossconnected.kinross.com/Sites/HR/leadershipexcellence/Pages/Welcome.aspx>



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