

Training and Skills Development



Objective, Purpose, and Context

Kinross’ business *purpose* is to deliver value through operational excellence, balance sheet strength, disciplined growth, and responsible mining.

Our business activities require us to have a skilled and engaged workforce that supports our present and future needs and our success depends upon a human resources strategy that attracts and retains talented and committed people. We are focused on talent planning, employee value proposition, organizational agility and performance.

Kinross’ policy statement *objective* is to foster and maintain a culture of learning across the Company and to ensure that our employees have opportunities for growth and development, which are essential components of an engaged and skilled workforce.

We have identified Training and Skills Development as a material Sustainability topic for Kinross and a priority for the Company, of critical importance to our stakeholders and the success of our business.

This policy relates to the following material impacts, risks and opportunities (IROs):

Impact	Risk	Opportunity
On jobs and local economies due to new technologies, automation and digitization	To operations due to shrinking labour pool	
<i>On community prosperity from fair wages, training and talent retention</i>	To legal standing and reputation for lack of fair and transparent hiring and termination practices	

Note: text in italics identifies a positive impact and/or opportunity

This policy statement describes:

- Scope and application: who is affected and where they can find information
- Commitments and approach: how we aim to meet the policy objective
- Accountability: who is responsible from site level to Board of Directors

Scope and Application

This policy statement applies to all Kinross geographies and assets and operations and projects, and upstream components of our value chain.

Our stakeholders have been considered in this policy statement as described below:

Stakeholder	Policy statement effect on stakeholder	Consideration of stakeholder in setting this policy statement
Own Workers	To provide clarity on company commitments and approach	Company values and culture
Investors/ Financial	To provide clear governance information	Outreach on Sustainability topics
Communities	To provide clarity on company commitments and approach	Relationship, impacts and local benefits
Media	To provide transparency about our commitments and approach	Response to requests and/or proactive outreach
Governments	To provide transparency about our commitments and approach	Relationship, reporting as required and compliance with applicable regulation
Insurers	To provide clear governance information	Outreach on Sustainability topics
Refiners	To provide clear governance information	Through conformance with the Responsible Gold Mining Principles
Suppliers / contractors	To provide clarity on company commitments and approach	Through engagement on Supplier Standards of Conduct and Sustainability topics
Civil Society	To provide transparency about our commitments and approach	Through partnerships and engagement

Continued on next page

Commitments and Approach

As a senior gold company, Kinross is *committed* to the membership requirements of the World Gold Council through its **Responsible Gold Mining Principles**. Principle 6, Labour Rights, specifically relating to Wages and Benefits (6.1) and Women in Mining (6.6).

We are also committed to supporting progress towards the **Sustainable Development Goals** (SDGs). Kinross is focused on SDG 4 (quality Education), SDG 5 (Gender Equality), specifically sub-goal 5.5 focused on ensuring women’s full participation in leadership and decision making; and, SDG 8 (Decent Work and Economic Growth), specifically diversify, innovate and upgrade for economic productivity (8.2), and promote youth employment, education and training (8.6).

Our *approach* to training and development is driven by Kinross global human resources strategy. We promote professional learning and development for new and current employees to drive engagement, support operational productivity and align the skills of our workforce with the evolving needs of our business and to support a just transition. We support the growth and development of our leaders at all levels by offering comprehensive training and development programs. Our aim is to enhance the connection between learning programs and the individual performance goals of our people, providing intentional development opportunities aligned to our business objectives and the needs of each employee. Our corporate talent and engagement team works collaboratively with sites to support a learning and development track that is global in nature while meeting the unique needs and requirements of our operating sites. Our approach includes a mandatory performance management system, designed to ensure structure, fairness, and provide feedback to employees.

Learning and Development

We encourage employees at all levels of the Company to seek opportunities to grow and develop (Figure 1). Our employees are offered a broad range of training opportunities to support mining, mineral processing and maintenance operations. All sites have full-time trainers. Training programs are offered to address specific workplace needs such as literacy, language skills, and to help employees manage retirement or termination of employment.

Global mandatory training is also provided to employees in the areas of safety, environment, ethics, including anti-corruption and bribery, and cybersecurity. We also offer on an occupation-specific basis, mandatory training programs in areas such as human rights and security and supply chain/responsible procurement.

We also offer a range of training and development programs, including:

Leading The Kinross Way – Leading the Kinross Way is a leadership program for people leaders from the level of Vice-president and up. This leadership program is designed to establish leadership consistency across the organization, aligned with Kinross’ values, Leadership Principles and strategic direction, and achieve the objectives of enhanced leadership effectiveness, increased employee trust, and stronger team cohesion.

Figure 1
LEARNING & DEVELOPMENT AT A GLANCE – 2024



* Centre for Creative Leadership [\[link\]](#)

Continued on next page

SLII® – SLII® is a key part of our global leadership program. It is the most widely taught leadership model in the world. SLII is an easy-to understand, practical framework that enables people leaders, to diagnose the development level of an employee for a task and use the appropriate directive and supportive behaviours to help them succeed. SLII® is based on these two beliefs – (i) People can develop and want to develop and (ii) There is no best leadership style to encourage that development; leaders must tailor their leadership style to the situation.

Self-Leadership – Self-Leadership builds on SLII®, Kinross’ new global leadership program. This program will help our individual contributors learn a shared language for discussing their development and performance, allowing them to have more effective conversations and build a more trusting relationship with their manager. It teaches them the mindset and skillset needed to become a proactive self-starter who knows how to ask for the direction and support needed, solicit feedback and positively influence others.

LinkedIn Learning – LinkedIn Learning is offered to all employees. LinkedIn Learning is an online educational platform that supports professional growth by offering expert-led course videos and podcasts. With access to over 16,000 high-quality courses spanning business, technology and creative topics - and available in all languages spoken at Kinross - employees can learn anytime, anywhere, and at their own pace.

Kinross’ Talent and Engagement Catalogue – The Catalogue is a comprehensive guide to Kinross’ learning and development offerings, accessible to all employees. While most in-person sessions are held for corporate employees in the Toronto office, the catalogue includes a wide range of programs delivered through in-person workshops, virtual sessions, and online learning.

Generation Gold – The Generation Gold program is designed for early career, high potential professionals in mining-related technical disciplines. Its primary goal is to accelerate the development of emerging talent in core technical areas such as mine planning, geology and metallurgy. By providing exposure to diverse operating environments, the program fosters both deep and broad technical expertise while cultivating a strong pipeline of future global leaders at Kinross. Through international assignments and cross-cultural experiences, “GenGold” strengthens bench depth in critical functions and enhances participants’ leadership, business acumen, and adaptability across varied technical and cultural contexts.

Gold Rush Internship Program – Kinross offers summer employment opportunities to post-secondary students across a range of disciplines including technical and engineering, as well as social sciences. The Gold Rush Internship Program provides our summer students with meaningful work experience in areas related to their field of specialization, as well as opportunities to work in multidisciplinary teams on special projects in the Gold Rush Challenge. The Challenge provides an opportunity for interns to work cross-functionally, build relationships with their peers, and gain exposure to new disciplines while using their education and experience to help their team succeed.

Owning My Development and Career – The “Owning My Development and Career” is designed to help employees identify and progress against their development goals and career aspirations.

Supporting Performance and Career – The Supporting Performance and Career offering is aimed at equipping people leaders to support their direct reports and help them own their development, identify priorities and build a career plan.

Professional Development Program (PDP) –The PDP offers employees the opportunity to strengthen their technical capabilities by working in environments beyond their home site. Through assignments at other Kinross locations, participants gain exposure to different cultures, regulatory frameworks, operating practices, and mineral deposits, among other experiences. This immersive experience equips them with new knowledge and skills with the goal of returning to their home site better prepared and more proficient in a specific area. Upon completion of the PDP, participants may transition into new roles or take on greater responsibilities within their current positions. The PDP not only supports individual growth and career advancement but also contributes to employee recognition and retention. At the global level, it promotes cross-site knowledge sharing, the exchange of best practices and valuable networking opportunities across the organization.

Emerging Leaders Program – The Emerging Leaders is a cohort based, immersive experience that enables Kinross’ emerging leaders to understand the leadership role, how it differs from the role of the experienced individual contributor and focuses on exploring and developing the skills, attributes and approaches essential for success in a leadership role at Kinross. The program experience centers on building self-awareness, creating a robust development and action plan, and working together in smaller coaching groups to elevate leadership development.

Women at Kinross – Women at Kinross is a cohort-based immersive program designed to connect and empower female employees at Kinross. This program provides a space to reflect on shared experiences, develop deeper intercultural competence, and foster a strong sense of community and belonging. Through expert-led training, ongoing professional development, mentorship and facilitated dialogue, participants explore the skills, mindsets and support networks that enable employees to thrive at Kinross. The experience also includes peer-based learning, and group discussions in a safe forum to celebrate achievements and navigate challenges together.

Kinross University (KU), our online learning management system, is foundational to our talent and learning strategy. KU provides employees with a comprehensive and growing platform of training tools and courses.



Continued on next page

eCornell Partnership – Providing opportunities for growing and developing skills and knowledge is one of the ways in which Kinross invests in our employees. We have partnered with Cornell University to bring our employees a suite of high caliber, relevant, online learning opportunities. Some of the broader areas that this content focuses on are – Leadership, Data Management, Technology, Project Management, Human Resources, Engineering, Business and Finance. We offer our employees a selection of courses and certificates authored by the Cornell University faculty. The courses are accessible virtually anywhere which means that one can choose when and where to study.

Language Lessons – Kinross is a global organization with presence in multiple regions and a diverse pool of employees who speak various languages. Interaction with colleagues across the globe and travel to different mine sites require effective communication skills. To support our employees’ language communication needs, Kinross has partnered with Berlitz and Preply to provide an opportunity to enhance proficiency in any of Kinross’ languages (English, French, Arabic, Portuguese & Spanish). With the help of a professional language coach, our employees can develop their language skills to ensure clear, effective, and confident communication in our diverse work environment.

Performance Management

Kinross’ mandatory Performance Management Process (PMP) is grounded in global best practices for employee development and appraisal. It is designed to ensure that performance management is:

- Aligned with business priorities.
- Integrated with broader Human Resources processes.
- Fair, transparent, and objective.
- Centered on continuous feedback and employee development.
- Built on a foundation of partnership between managers and employees.

Our enhanced performance management process empowers managers to support employee success, drive higher performance, and promote a culture of continuous growth and lifelong learning. By fostering open dialogue and regular feedback, the PMP reinforces accountability and helps employees unlock their full potential. Kinross’ PMP aligns our four Core Values and our Leadership Principles emphasizing that how we work is just as important as what we achieve. Employees and people leaders collaborate to set clear performance goals and expectations aligned with Kinross’ Four-Point Plan (4PP). The process promotes on-going dialogue through regular touchpoints, fostering continuous feedback and development throughout the year. Annual performance outcomes are directly linked to total rewards, including short-term incentives, reinforcing the connection between individual contribution and organizational success.

Accountability

Functional responsibility for Training and Skills Development resides with the Senior Director, Talent, Engagement and DEI. Management responsibility resides with the Senior Vice-President, Human Resources, who oversees the framework for training and development initiatives while responsibility for learning at sites resides with our operational human resources teams and other functions.

Supervisory level oversight resides at the Human Resources and Compensation Committee of the Kinross Board of Directors.

This policy statement will be reviewed annually in parallel with our Sustainability reporting cycle to ensure it accurately describes what we do in practice to manage our Sustainability impacts, risks and opportunities.

Document control

This policy statement forms an integral part of Kinross’ 2024 Sustainability Disclosures, approved by Board resolution on 27-May 2025, and replaces prior document – Management Approach Human Capital Development, dated May 2024.



To learn more about training and skills development, see our most recent [Sustainability Report](#).