

# Human Capital Development



## Our Responsibility

Our success depends upon the attraction and retention of a skilled and engaged workforce. We have a responsibility to provide our employees with opportunities for learning and to help every employee grow and develop to their fullest potential.

## Our Commitment

Integral to our ESG strategy, we strive to be a partner of choice for our people. We look to our People Commitments, which embeds our promise to employees – that we will encourage them to seek out new opportunities and to challenge each other to be successful and that their contributions will be recognized and rewarded. As described in our Code of Business Conduct and Ethics, we are committed to fair and equal treatment of our employees in all areas, including training.

Our conformance with the **World Gold Council’s Responsible Gold Mining Principle – Principle 6**, further embeds our commitment to employee training and development.

Our vision is to be a provider of meaningful careers and to develop a workforce that is “future-ready” and skilled in data, Artificial Intelligence, automation, and sustainability.

Responsible Gold Mining Principle	
	6.1 Wages and Benefits 6.6 Women and Mining

## Our Approach

All our global operations provide training and education programs to ensure we create leaders at all levels through a culture of coaching 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.

Kinross University (KU), our online learning management system, is foundational to our talent and learning strategy. KU provides the Company with a comprehensive and growing platform of training tools and courses, which when combined with in-person learning, offers our employees with a broad range of development resources.

Figure 1: Learning & Development at a Glance

Team Dynamics – DiSC			Kinross Podcast • Digging Deep		
EXECUTIVE LEADERSHIP DEVELOPMENT SKILL BUILDING					
Language Lessons		Executive Coaching & Assessments		Executive Leadership Development Programs	
HIGH POTENTIAL (GLOBAL EXPERIENCE)					
Language Lessons	Assessments, Coaching & Mentoring	Communication Skills	Generation Gold	Professional Development Program	
MANAGEMENT 101					
Language Lessons	Assessments, Coaching & Mentoring	Leadership Workshops (Feedback, Difficult Conversations & Career Conversations)	Women at Kinross	Emerging Leaders Program	SLII (Situational Leadership)
INDIVIDUAL DEVELOPMENT					
Language Lessons	Communication Skills (PowerPoint Design, Presentations Skills, Effective Communicator)	Individual Development/Career Development Plans	Assessments, Coaching & Mentoring	Self-Paced – LinkedIn Learning & eCornell	

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

- **Global Leadership Program** – The Leadership Program is aimed to provide Kinross leaders with a practical framework that enables people leaders to focus on developing their team members for optimal performance. Core to the program are Kinross’ Five Leadership Principles (Clear Communicator, Owner, Humble Team Player, Courageous, Caring and Committed) and a leadership training program to help our leaders build meaningful connections to strengthen productivity and engagement.
- **Generation Gold** – The Generation Gold program is aimed at early career high potential professionals in mining-related technical fields. The focus of this program is on fast tracking early career high potential individuals in the core technical fields of mine planning, geology and metallurgy and exposing them to different environments, facilitating the development of deep and/or broad technical skills and building a pool of future global leaders within Kinross. The “GenGold” program builds bench strength within the core technical functions while providing participants with international exposure to broaden leadership, business presence, and technical skills in different cultural and technical 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.
- **Professional Development Program (PDP)** – This program provides opportunities for employees to develop and refine their technical skills in a context other than their home site. The PDP provides participants with exposure to different cultures, regulatory frameworks, operating practices, and ore bodies, among other experiences. Assignees acquire new knowledge and/or skills in a different context with the intention of returning to their home site more fully trained in a specific area. Upon completion of the PDP, candidates may assume new roles and/or increased responsibility in their current roles. The PDP serves to recognize and retain employees. On a global level, this program provides opportunities for knowledge sharing/best practices sharing, and networking across the sites.
- **Diversity, Equity and Inclusion (DEI) Training** – Our DEI training is integral to advancing our DEI strategy and building awareness among employees and leaders. We provide a broad range of corporate leadership courses on DEI-related topics including “Take a Break” sessions, Inclusive Hiring, Connecting Across Differences, as well as mental health topics. Employees have access to cultural diversity resources on KU and our DEI corner.
- **Global Leader Onboarding** – The Global Leader Onboarding program is focused on equipping new leaders with key knowledge and skills needed to set them up for success at Kinross. It consists of 14 Leadership online modules, hosted on KU. The online modules are built around Leadership The Kinross Way program and cover the 12 Leadership Capabilities as well as DEI and Welcome to Kinross modules. The modules are short 10-minute eLearnings that introduce participants to Leadership The Kinross Way and are aimed at all levels of leaders within the organization.
- **Emerging Leaders Program** – The Emerging Leaders Program is an 18 session, personalized, skills-based one-to-one coaching program for our emerging Kinross leaders which focuses on skills directly related to our Leadership Capabilities. The nominated employees meet with a coach virtually to work on skills that will help them flourish in their role and career at Kinross. The coach tailors each session based on the individual’s needs and holds them accountable, so they see real results.
- **Leadership Webinar Series** – The Leadership Webinar Series program is a four-module program of two hours each that are spread out over four days. This program is aimed towards building leadership skills for our new people leaders or potential and upcoming people leaders at the corporate office in Toronto. The four modules that are covered in this program are (i) Overcoming Career Derailers, (ii) Amplifying Your Emotional Intelligence, (iii) Rethinking Collaboration and (iv) Powerful Communication.

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- **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 has partnered with Lingo Live, to provide employees with a dedicated language coach to help them improve their communication in any of Kinross’ languages.

Performance Management

Drawing upon best practices in employee development and appraisal, Kinross’ has a mandatory Performance Management System for all employees and leaders that is designed to:

- Be relevant to the business
- Connect performance management to other human resources processes
- Enhance fairness, transparency, and objectivity
- Focus on feedback and development, and
- Foster partnership between every manager and employee.

Through an enhanced performance management process, managers have an opportunity to empower our employees to be successful, to strive for higher levels of performance and foster a commitment to life-long learning. For our business, a robust performance management system will help Kinross maintain a vital, competitive workforce and help retain top talent.

Kinross’ Performance Appraisal System strengthens the connection between our four Core Values and our Leadership Principles while supporting individual success and recognizing accomplishments. Through shared responsibility, employees and people leaders work together to identify performance goals and expectations based on Kinross’ Four-Point Plan (4PP). The system requires employees and managers to come together at regular touchpoints to share information and ensure continuous feedback and development throughout the year. Performance outcomes for the year are tied to total rewards including short-term incentives.

Governance and Accountability

Management responsibility for employee learning and development resides with the Senior Vice-President, Human Resources, who oversees the framework for training and development initiatives while responsibility for employee “learning” resides with our operations. The Senior Vice-President, Human Resources reports to the Chief Executive Officer and is also a member of Kinross’ Leadership Advisory Team. Management provides updates annually to the Board of Director’s Human Resources and Compensation Committee on Kinross’ human resources strategy.

Site-level employee development is a shared responsibility of local human resources and Kinross’ corporate learning and development team.

We report annually on our training and development initiatives and performance in our Sustainability Report. Our Kinross World online newsletter for Kinross employees globally, regularly features training and development initiatives and milestones across the company.



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