

Employee Development

Our Responsibility

Our success as a business 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

Our [People Commitments](#) articulate 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.

Our Approach

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

Our employees are offered a broad range of training opportunities to support mining, mineral processing and maintenance operations. All sites have full-time trainers. At the regional level, unique training programs are offered to address specific workplace needs such as literacy, language skills, technical training to deliver additional skills training to support employability 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 occupational-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, such as:

- **Generation Gold**, a program aimed at early career high-potential professionals in mining-related technical fields.

- **Business Leaders** program designed to provide employees with opportunities to deepen their expertise and experience in their fields.
- **Professional development program (PDP)** intended to provide 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, government legislations, operating practices, and ore bodies, among other experiences.
- **An executive development** program specifically designed to prepare vice-presidents for the next senior-level assignment through a comprehensive assessment program and career discussion which can lead to stretch assignments and opportunities for diverse roles.
- **Kinross University**, an online learning platform available to employees, to support skill development including learning new capabilities, sharpen skills and broaden knowledge. It is available in five languages: English, French, Portuguese, Spanish and Russian.
- **Supervisor Boot Camp**, a two-day leadership workshop for frontline supervisors, consisting of nine modules focused on a variety of leadership principles linked to level 2 Leaders of the Kinross Way for Leadership.

The corporate Human Resources department, under the leadership of the Vice-President, Global Human Resources, lays down the framework for training and development initiatives while responsibility for employee "learning" resides with our operations. The Vice-President, Global Human Resources reports to the President and 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. Due diligence pertaining to human resources, including hiring practices, is carried out by external auditors on a regular basis.



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