

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, 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 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** 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.
- **Professional Development Program (PDP)** This program aims 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. 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.
- **Executive Development Program** This program was 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.
- **Leadership The Kinross Way** The hallmark “Leadership The Kinross Way” booklet defines expectations for each level of leaders in our organization providing consistency across the company’s global operations. We identify the development areas of our employees by doing 360 assessments. We address those areas for development by using Kinross University (online tool). We coach employees based on their development needs and we reward appropriately. This results in an ongoing cycle of Integrated Talent Management covering 100% of our FTE and applied across all the regions.
- **Supervisor Bootcamp** At Kinross, we continually nurture and develop our leaders at all levels. We created a bespoke program “**Supervisor Boot Camp**” which focuses on equipping new and/or front-line leaders with the skills required to effectively engage with and lead their team members. This program provides holistic development of our leaders by touching upon key leadership skills such as communication, collaboration, active listening, accountability, problem solving, conflict resolution, time management, positive safety, continuous improvement and action planning.

Supervisor Boot Camp training is a core leadership program that allows us to speak the same leadership language across all of Kinross’ regions. It provides in-depth training on the expectations for Level II leaders outlined in the “Leadership The Kinross Way” booklet.

- **Global Leader Onboarding** The Global Leader Onboarding program is built around the Supervisor Boot Camp leadership concepts and 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 Kinross University. The online modules are built around Leadership The Kinross Way program and cover the 12 Leadership Capabilities as well as Inclusion & Diversity and Welcome to Kinross modules. The modules are short 10-minute eLearnings that introduce you 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 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 coaches tailor 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.

- **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.
- In support of our 12 Leadership Capabilities articulated in the ‘Leadership The Kinross Way’ handbook, we offer 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 they’d prefer 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.

The corporate Human Resources department, under the leadership of the Senior Vice-President, Global Human Resources, lays down the framework for training and development initiatives while responsibility for employee “learning” resides with our operations. The Senior 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](#).