IN THE WORKPLACE

OUR COMMITMENT

Putting people first is a core value at Kinross, and we honour that commitment with policies and programs that promote a safe, healthy and engaged workforce. Our focus is on recruiting and retaining the best people in the industry, developing leaders, and fostering and rewarding a high performance culture.

With approximately 5,500 employees and 2,100 contractors working at Kinross operations, development projects and exploration sites in six countries, we draw strength from our diversity of cultures and traditions, while at the same time staying true to the shared values and standards that define the Kinross Way.

PERFORMANCE AND GOALS

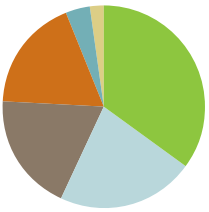
An overview of our 2008 and 2009 performance includes the following:

- Celebrated our first Living Our Values Awards in 2009, honouring employees who demonstrate their commitment to our four values;
- Implemented an updated and more robust Whistleblower Policy;
- Developed and launched a new global Human Resources Strategy in 2009;
- Completed our third Company-wide employee survey in 2009, achieving a response rate of 74%;
- Developed the second phase of our global leadership training program;
- Continued our “Generation Gold” talent development program, which has grown to 20 participants in 2010;
- Fostered management alignment with the Company’s values and overarching strategy, through individual goal-setting and structured performance reviews;
- Completed a review of our U.S. benefits program to ensure competitiveness and cost-effectiveness, resulting in improvements to the program and services available to employees to assist them in managing their own health; and
- Negotiated a new three-year collective agreement in August 2009 at La Coipa following a one-month strike.

2010 Goals

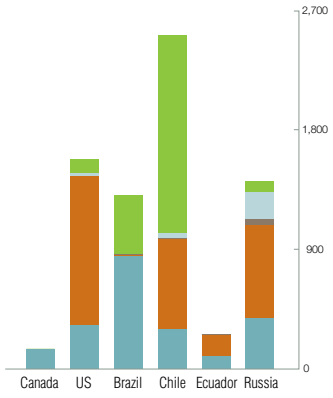
- Advance a global recruitment strategy and implement regional recruitment plans;
- Accelerate future leaders from within through succession management;
- Follow through on action plans from the 2009 Employee Survey;
- Undertake a review of global benefit programs for consistency and competitiveness;
- Develop a Company-wide leadership strategy and curriculum;

Total Workforce by Country (2009)



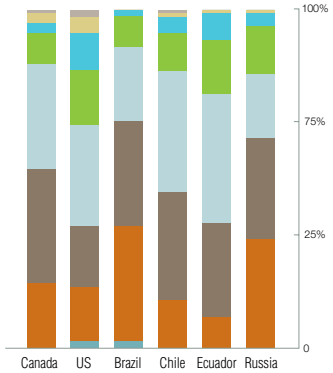
Chile **35%** Brazil **18%**
US **22%** Ecuador **4%**
Russia **19%** Canada **2%**

2009 Total Workforce by Employment Type



Contractors Hourly
Temporary Salary
Expats

2009 Total Workforce by Age Group



65+ 41 to 50
61 to 65 31 to 40
56 to 60 21 to 30
51 to 55 0 to 20