

IN THE WORKPLACE

- Complete development and deployment of compensation structures aligned to local market practices in key regions;
- Continue strengthening performance management globally; and
- Deliver security and human rights training to security personnel and key management at all sites.

OUR PEOPLE STRATEGY

We took steps to strengthen our human resources strategy in the fall of 2009, aligning it with the Company's growth objectives and our goal to be the "employer of choice" in mining. We operate in highly competitive job markets, characterized by an aging workforce in North America and Russia and significant skills gaps in some of the countries in which we operate. Against this backdrop, and informed by the results of our third global employee survey, our strategy is aimed at:

- Attracting the talent we need to maintain our current operations and prepare for a 50% increase in employee numbers from 2014 onwards as new projects begin production;
- Developing employee expertise, including the necessary foundation skills for new employees through training partnerships and future career opportunities for our current employees through ongoing training and development;

LIVING OUR VALUES

In June 2009, Kinross celebrated the winners of our first-ever Living Our Values Awards. The awards honour employees who have gone above and beyond to demonstrate their commitment to our four values: putting people first; outstanding corporate citizenship; high performance culture; and rigorous financial discipline. More than 200 nominations were received from every site and office worldwide.

The awards have become an important annual event for Kinross employees, with over 800 nominations received in 2010. Kinross presented gold and silver awards for each value at a special ceremony hosted by President and CEO Tye Burt in Toronto, Canada.



- Engaging employees by developing leaders who model our values, support employee innovation and create an inspiring and collegial workplace culture; and
- Retaining employees through challenging development opportunities, organizational stability, a positive work environment and strong leadership.

As we roll out the strategy in 2010, we are concentrating our efforts on the needs of specific locations. At our Fruta del Norte development in Ecuador, for example, we expect a sharp increase in the need for skilled, local operators over the next three years in a country with little labour experience in mining. In Chile, our expansion initiatives, as well as the expected start-up of several competing projects in the near future, will strain the pool of trained workers. At our mines in these countries and others,

we are developing critical programs to facilitate the rapid integration of, and knowledge transfer to, new employees.

EMPLOYEE EDUCATION, TRAINING AND DEVELOPMENT

We provide a wide range of training, skills and career development opportunities that promote professional competency, personal growth and safety, culture-building initiatives and structured performance management evaluations. The performance of executive and senior management is evaluated, in part, on how well they attract, retain and develop talent in their respective teams and organizations.

Through our new strategy, we refined our critical focus areas and are developing programs to enhance our ability to attract, develop, engage and retain our expanding workforce.