#### **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:

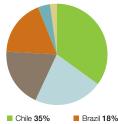
- Celebrated our first Living Our Values Awards in 2009, honouring employees who demonstrate their commitment to our four values;
- Implemented an updated and more robust Whistleblower Policy;
- Developed and launched a new global Human Resources Strategy in 2009;
- Completed our third Company-wide employee 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**

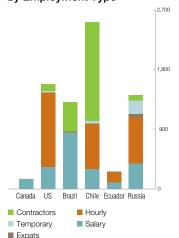
- Advance a global recruitment strategy and implement regional recruitment plans;
- Accelerate future leaders from within through succession management;
- Follow through on action plans from the 2009 Employee Survey;
- Undertake a review of global benefit programs for consistency and competitiveness;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

## Total Workforce by Country (2009)

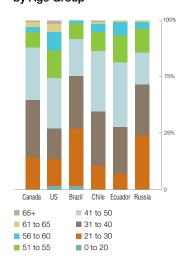




## 2009 Total Workforce by Employment Type



## 2009 Total Workforce by Age Group





- 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.

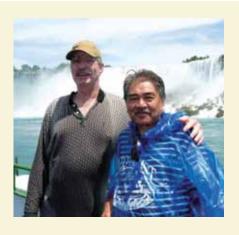
## **OUR PEOPLE STRATEGY**

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.