



PEOPLE POLICY

OBJECTIVE

The success of our business comes from the accomplishment and well-being of our employees and contractors. Our goal is to build a workplace culture that fosters leadership and allows everyone to thrive, contribute to the company success, and grow.

This Policy reflects the commitments of Aya Gold & Silver Inc. (“Aya” the “Company”) to our employees and to those with whom we work and outlines the commitments we make to select and develop our employees, and to establish and maintain a work environment where everyone can take an active part in reaching our strategic goals while being proud of working at Aya.

SCOPE

This Policy applies to all administrators, officers, directors and employees of the Company or any entity that is controlled or managed by Aya. It also applies to the Company’s contingent workers, vendors, contractors, and other types of business partners.

It is applicable to all sites and in all phases of the mine life cycle, including exploration, design, construction, operation, and closure.

CONTENT

1. **We are committed to the success of all our employees.** We believe our talents are a competitive advantage, and our investment in our employees is consistent with that philosophy. We focus on training and development, performance management, succession planning, and talent management. We develop and implement training programs to support capacity building of our employees, including the local workforce. As needed, the Company may deploy international assignees for individual development and to satisfy business needs.
2. **We treat all people with respect.** We are committed to create an environment where employees engage to collaborate and respect each other. We do not adversely discriminate based on nationality, ethnicity, race, religion, gender, gender identity, gender expression, sexual orientation, disability, age, or any other attribute that is protected by local laws. All forms of harassment are prohibited including: Sexual harassment or harassment in the form of bullying, rude, disrespectful behaviour, or harassment upon legally protected categories. Aya prohibits any threats or acts of violence while conducting business, on the Company’s premises or outside.
3. **We make employment decisions fairly.** Our capability to operate and grow our business requires a skilled workforce. We seek to recruit, place, promote, compensate, and retain employees based on their qualifications for the work to be performed, including experience, merit, and other work-related criteria. We develop and communicate procedures, in consultation with stakeholders, that promote fair and transparent recruitment practices.

4. **We promote an inclusive work environment where diversity is valued.** We welcome employees from a wide range of cultures and races. We seek to promote local employment and to increase diversity in our workforce to better reflect the communities where we operate. We desire a work environment where all employees feel valued and are encouraged to contribute to their fullest potential.
5. **We investigate workplace complaints.** Aya is committed to open and honest communication at all levels of the organization. Employees are expected to raise questions and concerns and are encouraged to do so through their chain of command. We also have a formal process for anonymously raising workplace complaints. All allegations raised through this process are appropriately investigated and corrective actions are taken when merited. We prohibit retaliation toward an employee bringing forward a complaint, grievance, or question.
6. **We compensate in a fair and equitable manner.** We realize that to recruit, engage, and retain the best people, we must provide the vision of Aya and make the Company as a compelling place to develop a meaningful and robust career with both financial and growth opportunities. A core component of this is our compensation program, which is based on a compensation philosophy that ensures a competitive and consistent compensation position in all locations.
7. **We comply with all local laws** pertaining to work hours, leaves and overtime, and we do not engage in, or condone, any form of child, forced or compulsory labour at any of our sites.
8. **Health and safety of our employees are part of our core values.** Our ultimate goal is zero accident, which we strive to achieve through effective health and safety management in all our operations and projects. (Cf. Health & Safety Policy).

REFERENCES

- ILO requirements.
- EBRD requirements.
- Labour regulations in force in the countries where we operate.