



## DIVERSITY, EQUITY AND INCLUSION DIRECTIVE

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### OBJECTIVE

The purpose of this Diversity, Equity and Inclusion Directive (the "**Directive**") is to establish a Diverse, Equitable and Inclusive (as these terms are defined below) working environment where all individuals can realize and contribute to their full potential. Diversity, Equity and Inclusion are fundamental to our core values of Passion, Perseverance, Respect and Ethical, and crucial to Aya Gold & Silver Inc.'s ("**Aya**") growth and overall business success. We believe that Diversity enriches the company by bringing new and innovative ideas. We are working to create a Diverse, Inclusive, and collaborative workplace where people can show up to work as themselves, free of barriers. We particularly strive to hire more women.

Diversity, Equity and Inclusion are strategic priorities for Aya. We believe that Diversity, Equity and Inclusion strengthen performance, increase employee engagement, and allows access to a broader pool of talent.

### SCOPE

This Directive applies to all directors, officers, employees, and collaborators of Aya or any entity controlled or managed by Aya. Additionally, it applies to occasional workers of Aya, its suppliers, contractors, subcontractors, and other types of partners. It applies to all sites and all phases of the mine's life cycle, including exploration, design, construction, operation, and closure.

### CONTENTS

#### 1. Diversity, Equity and Inclusion Statement

At Aya, we strive to embrace Diversity, Equity and Inclusion, foster a culture based on merit, free of conscious and unconscious bias. In order to do so, Aya will:

- 1.1. Offer equal opportunities in our talent acquisition and management process (including recruitment, promoting, and succession) and procurement sourcing while adhere to strict business ethics principles.
- 1.2. Actively manage and appreciate Diversity in our workforce.
- 1.3. Nurture an atmosphere of inclusivity where all employees are treated with dignity and respect.
- 1.4. Foster and uphold an inclusive culture that harnesses the talent, abilities, and variety present within Aya through inclusive initiatives, policies, and procedures.
- 1.5. Maintain a zero-tolerance policy for all forms of discriminatory practices, harassment, and workplace violence.
- 1.6. Invest in community projects that mirror our dedication to Diversity, Equity and Inclusion.
- 1.7. Measure and audit Aya's global performance by analyzing data on Diversity, Equity and Inclusion, identifying potential gaps in representation, and developing improvement strategies.

#### 2. Objectives and Action Plan

- 2.1. Short-term and long-term Diversity, Equity and Inclusion objectives will be established to

support the realization of Aya's Diversity, Equity and Inclusion statement. These objectives will be multi-year and align with Aya's Diversity, Equity and Inclusion vision, or more frequently if necessary. Progress toward achieving the objectives will be regularly reported by human resources to the board of directors, the executive team, and publicly in the annual sustainability report.

- 2.2. Each Aya's region, major operating site, and headquarters are responsible for establishing a regional or operational site Diversity, Equity and Inclusion plan in alignment with Aya's corporate strategy and Diversity, Equity and Inclusion statement and monitoring their progress.

### **3. Workplace Culture**

- 3.1. Every Aya directors, officers, employees, and collaborators should conduct themselves in a manner consistent with our Code of Business Conduct and Ethics and Aya's values of Passion, Perseverance, Respect and Ethical, and this commitment to Diversity, Equity and Inclusion.
- 3.2. Leaders are responsible for fostering an inclusive environment within their teams through their personal leadership by promoting and demanding equitable and inclusive behaviors within their team.

### **4. Employment Practices**

- 4.1. Aya's talent acquisition and management processes will be conducted equitably, ensuring to increase the diverse pool of Qualified Candidates interviewed for a position and the diverse pool of employees considered for promotions and opportunities.
- 4.2. Aya will promote based on employees' qualifications and in roles that contribute to Aya's and the employees' future success.
- 4.3. Aya will assess its talent pipeline for succession planning equitably, in the light of talent diversification.
- 4.4. Leadership development programs will be designed and include content on global Diversity, Equity and Inclusion.
- 4.5. Educational opportunities on Diversity, Equity and Inclusion will be provided to directors, officers and employees.
- 4.6. Aya's employment practices will comply with all applicable local employment practices and guidelines, and Aya's Employment Conduct, Non-Discriminatory Treatment and Equal Opportunity Policy.
- 4.7. Aya is committed to support local employment plans in consultation with key stakeholders in accordance with the local procurement and employment practices and guidelines.
- 4.8. All Employment Decisions will be made in a harassment and discrimination free environment.

### **5. Procurement**

- 5.1. Aya will offer equal opportunities to suppliers, service providers, contractors, sub-contractors and partners during the procurement process, while adhering to strict business ethics principles.
- 5.2. Efforts will be made to support the participation and selection of local suppliers, service providers, contractors, and sub-contractors in the procurement process, in accordance with the local procurement and employment guidelines and sustainable development and community relations practices, to increase partnerships and economic development opportunities within the communities where we operate.

## 6. Communities

Aya will invest in community projects, partnerships, events, and sponsorships that mirror its dedication to Diversity, Equity and Inclusion and demonstrate the value Aya places on Diversity, Equity and Inclusion.

## 7. Compliance with Applicable Laws

Aya will comply with all applicable laws regarding any matters exposed in this Directive, including definition of Diversity, and the treatment of employees.

## 8. Definitions

**Diversity:** Diversity can mean different thing to different people. For Aya, it means the similarities and differences among people and encompasses all attributes and affiliations that make us unique as well as those we have in common. Diversity includes gender, race, country of origin, nationality, cultural background, sexual preference, disability, age, ethnicity, religion, members of visible minorities, indigenous people, business experience, functional expertise, geographic background, or any other protected characteristics.

**Employment Decisions:** Aya's actions as employer that affect the employment relationship, such as hiring, termination, promotions, reassignment with substantially different responsibilities, corrective action procedures, compensation, benefits, and training opportunities.

**Equity:** Ensuring fairness, justice and impartiality by actively addressing disparities, eliminating barriers, and valuing Diversity, so that everyone, regardless of their background or characteristics, has equal opportunities to thrive within our organization.

**Inclusion:** Recognizing and fully valuing the uniqueness of each individual, creating a sense of belonging, and fostering an environment where everyone feels able to speak freely and respectfully without fear, while expecting the same from others. Inclusion leverages Diversity, ensuring that everyone works together in a way that benefits the organization and creates success for all.

**Qualified Candidate:** A candidate meeting the minimum requirements for a position.

## REFERENCES

- Employment Conduct, Non-Discriminatory Treatment and Equal Opportunity Policy
- People Policy
- Board Diversity and Inclusion Policy