



## Community Relations: Processes, Procedures and Practices

National legislation in the Kingdom of Morocco does not require a CSR strategy or community development.

However, in addition to local procurement and local employment, the Corporation's CSR plan is expected to help build mutually beneficial relationships between the Aya Gold & Silver and its local stakeholders by contributing to long-term improvements in the quality of life of local communities, and helping to create an environment conducive to private investment.

Aligned with international best practices, and the International Finance Corporation (IFC) framework as a reference, The CR team of the Zgounder Silver Mine adhere to the following principles and guidelines.

### i. STRATEGY

- Activities flow from a well-defined strategy (objectives, criteria, guiding principles) linked to a clear business case and an assessment of risks and opportunities;
- Meets both short and long-term goals through a strategic mix of investments;
- Selectively focuses on a few key areas for maximum impact where the company can make the most of its unique role and skills in addressing community priorities;
- Looks beyond financial resources and considers how to best leverage company assets, resources, expertise and relationships for the benefit of local communities;
- Evolves with the commercial phase and uses different approaches throughout the project cycle.

### ii. ALIGNMENT

- Aligns the company's strategic issues with the development priorities of local communities, civil society and government to create "shared value";
- Coordinates community investment with other company policies and practices that affect communities, such as impact management, stakeholder engagement, and local hiring and sourcing.

### iii. SUSTAINABILITY

- Seeks to avoid dependency, encourages autonomy and creates long-term benefits that can continue beyond the company's presence;
- Does not start activities without a viable exit or transfer strategy;
- Invests heavily in capacity building, participatory processes and organizational development to enable local communities, institutions and partners to progressively assume larger roles.