

REVIVAL GOLD INC.

Diversity Policy

I. PURPOSE

The Company recognizes that a diverse workforce is a competitive advantage. The Company consciously works to create an environment that respects and values the diversity of the people and world around it, including differences in gender, age, ethnicity, physical attributes, beliefs, language, sexual orientation, education, nationality, social background and culture or other personal characteristics. To this end, the Board of Directors (the “**Board**”) has adopted this Diversity Policy (the “**Policy**”).

II. POLICY OBJECTIVES

The Company’s overall strategy includes pursuing the following objectives:

1. recruit, manage and promote on the basis of an individual’s competence, qualification, experience and performance, regardless of gender, age, race, nationality, religious beliefs, cultural background, sexual orientation or any other basis, subject to compliance with applicable laws that mandate hiring and advancement requirements based on such attributes of diversity;
2. foster a diverse environment where the ability to contribute and access employment opportunities is based on performance, skill and merit, while actively promoting diversity in leadership positions throughout the organization, including at the Board level and in executive officer positions;
3. provide appropriate work practices and policies to support employees; and
4. create a workplace characterized by inclusive practices and behaviours for the benefit of all staff and stakeholders, which is free from bullying, harassment and discriminatory behaviours.

III. APPLICATION TO BOARD OF DIRECTORS

The Company is committed to a merit-based system for Board composition within a diverse and inclusive culture that solicits and values multiple perspectives and views. The Corporate Governance and Nominating Committee of the Board (“**CGN Committee**”) is responsible for making recommendations to the Board on the selection of nominees for election or re-election to the Board. In so doing, the CGN Committee will consider a range of factors including performance, knowledge, skill and experience of the members of the Board, as well as the needs of the Board and the benefits of diversity generally, including gender diversity.

IV. APPLICATION TO SENIOR MANAGEMENT

1. The Company is committed to attracting and retaining the best talent in senior management and to providing equal employment opportunities for its senior management. The Chief Executive Officer is responsible for providing executive leadership necessary to ensure the success of the Company and to manage the succession planning process and make recommendations to the Board for the appointment of the Company’s senior management team.

2. The Chief Executive Officer and the Board, will, when identifying and considering the selection of candidates for appointment or promotion to senior management positions:
 - a. consider the succession plan for the senior management positions, which reflects the objectives of this Policy;
 - b. consider candidates who are highly qualified based on their experience, professional expertise, personal skills, qualities and values;
 - c. regularly review the level of representation of women, local community members and or/ Indigenous peoples, persons with disabilities or members of visible minorities at all levels of the Company, in order to actively promote diversity; and
 - d. continue to identify new ways to embed diversity as a cultural priority of the Company.

V. RELATED POLICIES

In addition to this Policy, the Company has implemented the Code of Business Conduct and Ethics to promote and support diversity.

The Board will proactively monitor the Company's performance in meeting the standards outlined in this Policy.

VI. REVIEW AND AMENDMENT OF POLICY

This is a policy, and is subject to annual review by the Board. In addition, the Board may, from time to time, permit departures from the terms hereof.

Dated:	23 May 2019
Approved by:	Board of Directors
Re-approved:	24 October, 2019
Re-approved:	24 November, 2020
Re-approved:	23 November, 2021
Re-approved:	22 November, 2022
Re-approved:	21 November, 2023
Re-approved:	21 November, 2024