



MONTAGE GOLD CORP.

WORKPLACE DISCRIMINATION AND HARASSMENT POLICY

Adopted by the Board of Directors on November 24, 2025.

OBJECTIVE AND SCOPE

Montage Gold Corp. and its subsidiaries and affiliates (collectively, the “**Corporation**”) is committed to providing a workplace that is respectful, inclusive, and free from discrimination and harassment of any kind. All individuals must be treated with dignity and fairness, consistent with our values and our responsibility to create a safe and supportive work environment.

This Policy applies to all directors, officers, employees, consultants, contractors, suppliers, and business partners of the Corporation. It applies in all work-related settings, whether on-site, during business travel, at social functions, or through electronic communication.

DEFINITIONS

- **Discrimination:** Any unfair or unequal treatment based on protected characteristics, including but not limited to, race, colour, nationality, ethnic or social origin, religion, sex, gender, gender identity or expression, sexual orientation, age, marital or family status, disability, political belief, or any other status protected by the applicable law.
- **Harassment:** Any unwelcome conduct, comment, gesture, or action that demeans, intimidates, humiliates, or offends another person and that a reasonable person would know is unwelcome. This includes bullying, hostile behaviour, or repeated actions that create a harmful or intimidating work environment.
- **Sexual Harassment:** Unwelcome conduct of a sexual nature, including inappropriate advances, comments, jokes, gestures, or physical contact that causes offense or intimidation. This correspondingly includes solicitation of sexual favours where the offender is in a position of authority.
- **Workplace Violence:** The exercise, attempted exercise, or threatened exercise of physical force against another person in the workplace that causes or could cause harm.

Reasonable management actions, taken respectfully and in good faith, such as performance feedback or operational decisions, do not constitute harassment.

EXPECTATIONS

All individuals working with or on behalf of the Corporation are expected to:

- Treat others with dignity, respect, and fairness.
- Refrain from discrimination, harassment, or violence in any form.

- Report any incidents or behaviours that contravene this Policy.
- Cooperate fully and honestly in any investigation carried out under this Policy.

COMPLAINT AND REPORTING PROCEDURE

- Any person who experiences or observes conduct in breach of this Policy is encouraged to raise the concern promptly. Reports may be made to a supervisor, Human Resources, or directly to the Chair of the Audit Committee under the Corporation's Internal Employee Alert Policy.
- Reports may be made confidentially and, where permitted, anonymously. All complaints will be handled promptly, fairly, and with respect for privacy.
- Retaliation against anyone who makes a report in good faith or who participates in an investigation is strictly prohibited.
- Investigations will be conducted in a timely, impartial, and confidential manner. Where misconduct is confirmed, disciplinary action will be taken, up to and including termination of employment or contract.
- Submitting malicious or knowingly false complaints is itself a violation of this Policy and may result in disciplinary action.

IMPLEMENTATION AND REVIEW

As part of its commitment, the Corporation has adopted this Workplace Discrimination and Harassment Policy as a core component of its broader governance framework, operating alongside the Code of Business Conduct and Ethics and Internal Employee Alert Policy.

This Policy will be communicated across the Corporation and made available to all employees, contractors, and business partners. Managers and supervisors are expected to set a positive example and actively foster a respectful workplace culture.

The Corporation will monitor compliance with this Policy and take corrective measures where necessary. The Audit Committee will review this Policy on an annual basis and recommend to the Board of Directors updating this Policy as required to ensure its effectiveness and alignment with legal obligations and best practice.