



3.3 EMPLOYEES

Recent global economy fluctuations and severe population aging in East Asia have made employee stability and skills shortages persisting challenges for companies. Greater cultural and human rights awareness globally encourages employees to seek more inclusive workplaces with better well-being conditions, fairness and equity. Furthermore, the lack of professional talent remains a chronic challenge for mining companies.

Silvercorp is committed to providing a fair, diverse, and inclusive workplace with ample training and career development opportunities. We fully ensure employees' rights to freedom of association, collective bargaining, and fair and competitive salary and benefits.

Employee Composition

3.3.1

As of the end of Fiscal 2024, Silvercorp employed a total of 4,745 employees, including 3,338 contractor workers and 1,407 of its own employees. Female employees accounted for 17.98% of the Company's total workforce, and 9.92% of its management.



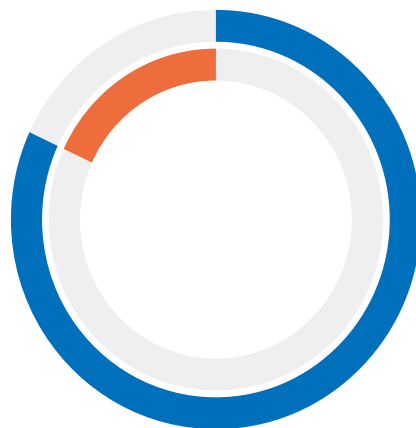
Number of Employees by Gender

18%

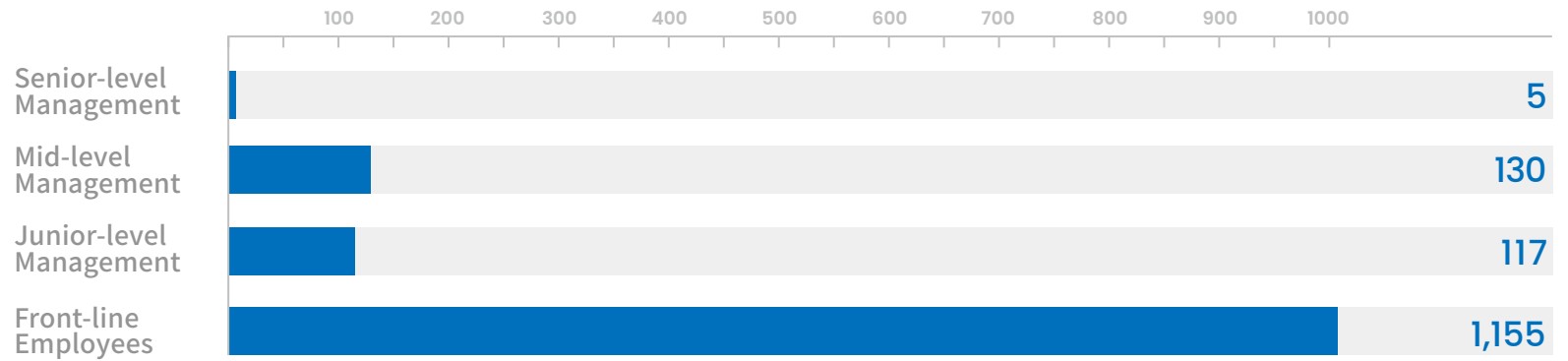
Female
253

82%

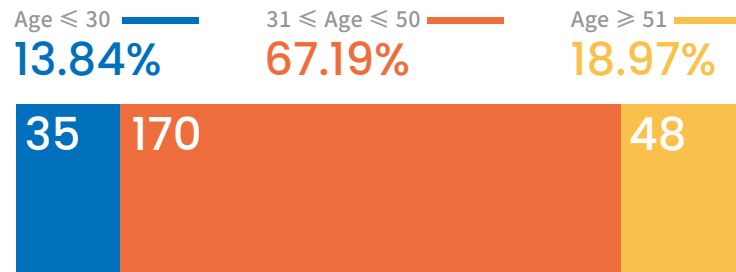
Male
1,154



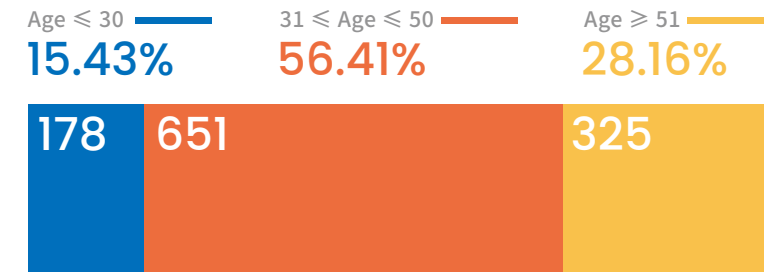
Number of Employees by Position



Female - Number of Employees by Age



Male - Number of Employees by Age



Employee Composition & Diversity

	Fiscal 2024	Fiscal 2023	Fiscal 2022
Total number of employees	1,407	1,399	1,340
Total number of male employees	1,154	1,155	1,099
Percentage of male employees	82%	83%	82%
Total number of female employees	253	244	241
Percentage of female employees	18%	17%	18%

Labor Rights and Relations

3.3.2

Salary and Benefits

Silvercorp provides employees with competitive compensation, consisting of fixed and variable components. Fixed compensation consists of base salary, position subsidies, and benefits (meal allowance, holiday fees, etc.), while variable compensation consists of monthly performance pay, annual performance pay, quota fixed bonus, and other bonuses. Employees' performance pay is linked to their monthly and annual assessment results, while the fixed bonus is linked to the operating profit of the Company.

Compensation Structure

Fixed Pay	Variable Pay
1 Base salary	1 Monthly performance bonus
2 Position subsidies	2 Annual performance bonus
3 Benefits (meal allowance, holiday fees, etc.)	3 Fixed bonus
	4 Other bonuses

We are committed to using the living wage concept for evaluations to ensure the well-being of our employees. In Fiscal 2024, we conducted a thorough study on employee salaries and the results showed that the minimum wages for all our mining areas are significantly higher than the local statutory minimum wages.

Living Wage	Henan Found ¹	Guangdong Found ²
The ratio of minimum employee wage to provincial statutory minimum wage standard	1.70:1	2.35:1

¹ Ratio for Henan Found is calculated based on the minimum wage standard of Luoning County, Henan Province, which is classified as a Tier-2 standard.

² Ratio for Guangdong Found is calculated based on the minimum wage standard of Yunfu City, Guangdong Province, which is classified as a Tier-4 standard.

In terms of employee welfare, the Company strictly complies with applicable laws and regulations in the jurisdictions where it operates. In China, we provide both statutory and supplementary insurance for employees. This includes "five insurances and one fund", which are pension insurance, medical insurance, unemployment insurance, work injury insurance, maternity insurance, and housing provident fund. We also provide group accident insurance and supplementary medical insurance for employees, as well as safety liability insurance for front-line employees. The Company implements an eight-hour working day system. Employees not working in mining areas follow a regular schedule with two-day weekend breaks. Employees working in mining areas follow a flexible leave system, allowing them to choose between regular weekly breaks or saving them for longer breaks at their time of choice. The Company covers the travel expenses for four round-trip home visits each year for employees working in mining areas. Statutory holidays are celebrated in accordance with government regulations.

In addition, we provide employees with communication subsidies, holiday fees and other benefits, and organize diverse activities and other events for employees.

Labor Rights

Silvercorp fully respects employees' freedom of association and rights to collective bargaining. We sign collective contracts with employees in accordance with relevant laws and regulations in the jurisdictions where we operate, as well as a series of contracts to safeguard the rights of employees, such as the *Salary Collective Bargaining Agreement*, *Special Collective Contract on Safety and Health*, and *Special Collective Contract on Protecting the Rights of Female Workers*. In Fiscal 2024, the Company had no incidents of work stoppages or strikes due to labor disputes. As of the end of Fiscal 2024, 100% of our employees are trade union members and have signed collective contracts with the Company.

Freedom of Association and Collective Bargaining	Henan Found	Guangdong Found
Union Membership	100%	100%
Expiry Date of Collective Labor Contract	July 10, 2024	May 27, 2024

The Company opposes the use of any form of forced labor or child labor, as well as human trafficking. For our standing on modern slavery, please refer to section: Forced Labor and Child Labor [3.2.4](#).

Employee Engagement

The Company has established a two-way feedback mechanism for employee engagement. For information disclosure, we promote transparency and publicly disclose key decisions and management measures on bulletin boards to ensure employees' right to information, participation, and supervision. For engagement and feedback, we use the employee representative meeting mechanism as a main channel to listen to employees, have discussions, and reach resolutions through employee representatives, ensuring the effective representation of employees' rights.

The Company also attaches great importance to listening to the voice of employees, actively collecting and responding to employee suggestions with regular employee satisfaction surveys, engagement surveys, and employee suggestion boxes.

In Fiscal 2024, Henan Found handled 25 proposals from employee representatives from the previous year, covering various aspects such as management process optimization, production management, employee living conditions, salary and benefits, and labor protection, etc. We ensured that all employee proposals were 100% properly responded to, protecting their rights to suggestions and participation, and supporting our growth with valuable opinions and suggestions from employees.

CASE

Ensuring Smooth Employee Communications to Create a Harmonious Workplace

In May 2023, Henan Found organized a seminar for college graduates newly joined the Company. Employees with college degrees were invited to share their experience of working, living, and growing at Silvercorp with the new employees face-to-face.

In July 2023, Henan Found and Guangdong Found convened their employee representative meetings respectively, focusing on initiatives to improve employee welfare and well-being, providing an open and direct communication platform for employees and creating a harmonious workplace for all.

Talent Attraction, Training, and Retention

3.3.3

Our mines in China benefit from being situated in populous provinces with excellent transportation connections. Coupled with our competitive salaries, Silvercorp experiences relatively less recruitment pressure compared to industry peers facing labor shortages. Nevertheless, we are diversifying our recruitment channels to mitigate potential challenges. Concurrently, the Company is committed to exploring advanced mining and processing technologies and has established a long-term talent development plan to build a high-quality, highly skilled workforce.

Talent Recruitment

In Fiscal 2024, Silvercorp successfully recruited 204 new employees, comprising 174 males and 30 females.

Number of Newly Added Male Employees	Fiscal 2024
age ≤ 30	86
31 ≤ age ≤ 50	82
age ≥ 51	6
Number of Newly Added Female Employees	Fiscal 2024
age ≤ 30	13
31 ≤ age ≤ 50	17
age ≥ 51	0

Silvercorp has formulated a well-functioning recruitment management system. To ensure talent sourcing for further growth, the Company continuously attracts talent, optimizes talent structure, and strives to build a stable and systematic pipeline of talent. The Company implements an annual human resources development plan, recruiting talent mainly through campus recruitment, open recruitment, and internal referrals. Our *Internal Referral Management Approach* rewards employees who make successful referrals. In Fiscal 2024, the Company recruited 30 new employees from campus recruitment across China, including China University of Geosciences, Central South University, Chang'an University, Jiangxi University of Science and Technology, Henan Polytechnic University, Xi'an University of Architecture and Technology, Henan Institute of Engineering, North China University of Science and Technology - College of Disaster Prevention Science and Technology, Changchun Institute of Technology, Hebei University of Geosciences, Xi'an University of Science and Technology, and Guangxi University.

Employee Training

The Company has formulated the *Training Management System and Talent Training System*, which comprehensively stipulates the principles, organizational responsibilities, and internal training system regarding employee training. We strive to continuously optimize our employee training management. The *Mentor Management System* helps new employees quickly get on board. We update our annual training plan yearly and break down annual training targets to relevant departments and individuals. We have established an employee training system that covers safety, business, professionalism, and workplace essentials. We have also an in-training and post-training evaluation system to form a closed-loop training management system. In Fiscal 2024, we optimized our training management by adding new training requirements for on-site oral training and improving training quality for contractor construction crews regarding job safety, skills, and workflow.

Employees can learn work-related knowledge and skills from both internal and external mentors. In Fiscal 2024, the Company organized 2,047 occupational training sessions totaling 31,959 hours, with an overall participation of 31,466 person-times. Each employee participated in 22.7 hours of training on average. The Company spent \$0.16 million on employee training, averaging \$113 per person.

In Fiscal 2024

2,047 occupational training sessions organized, an increase of 28.74% year-on-year.

31,466 person-times total occupational training participation, an increase of 99.37% year-on-year.

\$0.16 million total occupational training investment, an increase of 101.18% year-on-year.¹

¹ Since our programs are operating in China, the change rate is calculated by CNY, for objectively reflecting the investment trends in terms to exclude the impact of FX change.

The Company also encourages and supports employees' self-improvement through annual professional skills competitions, professional title application assistance, and education enhancement training. In Fiscal 2024, we organized professional skills competitions on laboratory testing, mechanical and electrical skills, welding, forklift operation, and other daily operation skills. Both our mining areas have obtained qualifications for conducting occupational skill level certification, allowing employees to conveniently apply for and get certified locally if their skills are included in the list of registered occupational skills.



Henan Found skills competition for the electrotechnical engineer

Talent Retention

The Company has an effective performance evaluation mechanism to ensure merit-based motivation for individuals and teams with outstanding performance. Our performance evaluation values individual, team performance, and several key performance indicators. Continuous evaluation applies to target-based performance management, such as sales targets, while regular performance review applies to team-based performance management, such as the annual performance review of functional departments, which we evaluate at least every six months. Silvercorp implemented the Sequence and Rank Evaluation Program, providing two career development channels for qualified workers, the Professional Channel and the Management Channel. At Silvercorp, we respect the right of employees to make their own career choices and encourage them to make full use of their capabilities and talent on Silvercorp's career platform.

Beyond offering competitive salaries, we foster a supportive work environment and a culture of care. We are committed to enhancing the quality of life in mining areas and prioritizing strong interpersonal relationships, all aimed at improving talent retention. In Fiscal 2024, the Company invested in infrastructure upgrades in mining areas to create better living and working conditions for employees. Henan Found invested \$0.76 million in infrastructure construction, building a new research center complex building with Research and Development laboratories, employee accommodation, leisure and fitness facilities, as well as three new employee canteens and a gym to further improve the quality of life and work-life balance of employees. A water purification system was installed to provide direct drinking water in office and dormitory areas. Guangdong Found prioritizes employee meals, providing quality fruits, dairy products, and specialty dishes to enhance employee well-being and happiness.

Both our mining areas organize holiday celebrations, cultural and sports events, alongside various employee welfare initiatives to enrich the quality of life for our staff.

Henan Found's investment in infrastructure construction

\$0.76
million



Henan Found visiting families of employees in need with holiday gifts during the Chinese New Year



Henan Found's Spring Jogging Competition



Henan Found's Fall Games



Guangdong Found's Fall Games



Guangdong Found employees celebrating the Dragon Boat Festival with traditional food



Guangdong Found organizing a flower arrangement lecture for employees

Diversity, Equity, and Inclusion (DEI)

3.3.4

Equal Employment Opportunities

Silvercorp is dedicated to fair employee recruitment, promotion and compensation, prohibiting discrimination based on race, nationality, religion, gender, age, marital status, and other factors. The Company aims to eliminate systemic inequalities and improve diversity at all levels. We follow the requirements such as *Special Provisions on Labor Protection for Female Employees* to protect the rights and interests of female employees, formulating the *Special Collective Contract for the Protection of the Rights of Female Employees*, and establishing a Female Employee Committee under the trade union. The Committee fully participates in formulating and revising policies on labor employment, compensation, and benefits, as well as regulations and systems related to female employees' rights, aiming to protect their legitimate rights, ensure equal pay for equal work, and provide equal opportunities and rights.

With a strong commitment to gender pay equity, we conducted our first gender pay equity survey in Fiscal 2024. Our human resources team conducted this survey, and we plan to involve a professional third party to enhance its effectiveness and use the findings and suggestions obtained to optimize our pay equity practices.

Gender Pay Equity	Fiscal 2024
Male-Female ¹ average annual pay ratio, Management, Fixed salary	0.82:1
Male-Female average annual pay ratio, Management, Fixed salary & variable salary	0.80:1
Male-Female average annual pay ratio, Front-line employees, Fixed salary	1.44:1
Male-Female average annual pay ratio, Front-line employees, Fixed salary & variable salary	1.37:1

¹ Management includes junior management and middle management. Pay of senior management is not included.

The employee complaint channel for harassment, discrimination, forced labor, or other violations of employee human rights, allows employees to directly report their grievances through a dedicated phone hotline or via email. Please refer to section: Whistleblowing Management for details [1.2.5](#).



Employee Protection Measures in Special Circumstances

Both mining areas employ people with disabilities, assigning them positions that accommodate their physical capabilities. As our buildings lack elevators, all employees with disabilities are arranged to work on the first floor for easy access and safety.

Parental Leave	Fiscal 2024
Number of female employees on maternity leave during the year	3
Number of male employees on paternity leave during the year	22

Employee Diversity

As of the end of Fiscal 2024, Silvercorp employed 1,403 employees, with 18.03% being female, which is relatively high in the mining industry but still below our target of increasing our female employee ratio to 20% by 2030.

Silvercorp mainly operates in China, with only 25 employees working at our Vancouver head office, accounting for a very small proportion, about 1.78%, of our total workforce. Therefore, we deem that nationality diversity is not significant for us to report.

China is a multi-ethnic country, and we support the development of diverse ethnic cultures. As of the end of Fiscal 2024, the majority of our employees are Han Chinese, while the rest are from minority ethnic groups such as Manchu, Zhuang, Yao, Yi, and Tujia. Detailed ethnic diversity data is listed below.

Ethnic Diversity	Manchu	Zhuang	Hui	Yao	Yi	Tujia
Number of employees	4	3	1	1	1	1
Number of management staffs	1	1	1	1	0	0
Number of front-line employees	3	2	0	0	1	1

Eliminate Discrimination and Harassment

In our *Human Resources Policy* and *Employee Handbook*, we explicitly oppose all forms of harassment and discrimination, adopting a zero-tolerance attitude. In addition, we regularly conduct training on workplace discrimination or harassment to make employees aware of behavioral boundaries and prevent inappropriate behavior. Employees may report such violations to the Human Resources Department or their immediate supervisor. For details on the reporting channels, please refer to a section: Whistleblowing Management [1.2.5](#).

Policy Disclosure

Please click the link or scan the QR code to view the document

[Human Resources Policy](#)



Female employees in Henan Found