

## Our People

Equinox Gold's top priority is the safety of our workforce and our local communities. We strive to create a safe working environment and to build strong teams that are diverse, respectful and collaborative. We know that strong teams lead to better business results, and that investing in our people serves all our stakeholders. We protect our workforce and local communities by implementing best practices and international standards for health, safety and emergency preparedness, and encourage our team members to strive for continuous improvement and excellence. Through monitoring and analysis we identify potential risks and then implement the necessary preventive measures. This risk-based approach helps prioritize our focus and resources so we can mitigate potential incidents before they occur.

Protecting the health and safety of our workforce is our greatest responsibility.



## Health & Safety

Equinox Gold recognizes its responsibility to create a safe and healthy working environment for its workforce and is committed to achieving excellence in all aspects of health and safety. This includes ensuring our workers have the knowledge, skills and resources to operate safely. Our approach to preventing incidents and accidents includes compliance with applicable laws and regulations, implementation of health and safety management systems that support best practices, rigorous risk assessments and implementation of mitigation plans. We have a culture of shared responsibility, where everyone is responsible for their own safety and also the safety of their co-workers.

To achieve a culture of zero harm, every day at our mine sites starts with a safety 'tool box' meeting to discuss the tasks at hand, identify potential risks and promote personal responsibility. This includes empowering our workforce to refuse unsafe work. When hazards are identified, we have the systems in place to determine the appropriate corrective actions and ensure the corrections are implemented. We provide the training and tools required for our workforce to safely perform their tasks, and require our workforce to participate in ongoing programs that promote safety and wellbeing. Our contractors follow the same rules and procedures as employees. This ensures we have consistent reporting of key metrics and standardized processes for all workers on our sites. Health and safety is everyone's responsibility.

The health and safety of our employees, contractors, suppliers and visitors is a critical measure of success for Equinox Gold, so much so that 8% of the corporate component of executive compensation in 2021 was tied to health and safety performance.

In early 2020, Equinox Gold was invited to join the Mining Safety Roundtable, a group of Canadian mining companies working together to reduce injuries and safety incidents in the sector. The Mining Safety Roundtable is a collaborative group of senior health and safety leaders from some of the world's major mining companies. The group is committed to eliminating

fatalities and work-related injuries by sharing strategies and best practices that address industry hazards and risks. New members must be nominated and demonstrate a commitment to safety. A key element of that commitment, and an ongoing condition of membership, is candidly sharing information with the group so members can learn from each other's experiences. We have adopted this strategy at our mine sites as well. When near-miss incidents occur or potential hazards are identified, we share the learnings and corrective actions among all of our operations so each team can benefit from that knowledge.

### Mesquite Achieves 5 Years Without a Lost-time Incident

In 2021, the Mesquite team celebrated the milestone of working five full years with no lost-time incidents. This safety achievement is the result of extraordinary teamwork and a true safety culture. Team members look out for each other so that everybody gets home safe at the end of their shift. During 2021, Mesquite's Continuous Improvement Initiative provided refresher training for the Speak Up, Listen Up program, reinforcing that a reminder to "put on your safety glasses" is not a criticism, it's an act of kindness.

The Continuous Improvement Initiative includes people from all departments, the 'boots on the ground' people who are most familiar with daily tasks, and daily risks. In addition, the Incident Reporting Program ensures all incidents and near misses are reported and the learnings are shared between departments, so the entire team is aware, vigilant and improving.

Field level risk assessments are another critical component of the safety strategy. Before commencing a new activity the team considers the task at hand, assesses the field of work, identifies potential hazards and creates a safe work plan. By working together to build the plan, the team is aware of all potential risks and can watch out for each other while working safely themselves.

Technology enhancements have also improved safety. The new haul trucks are equipped with Driver Safety System technology that detects fatigue and distraction and instantly notifies both the driver and the operating supervisor. This technology resulted in fewer near-miss incidents during 2021 and revealed a number of learning opportunities that have been shared amongst all Equinox Gold sites.

### 2021 Performance

Equinox Gold set the ambitious 2021 target of improving its Total Recordable Injury Frequency Rate (TRIFR) by 27% compared to our 2020 target. We surpassed that new target, achieving a TRIFR reduction to 3.05 per million hours worked, 13% better than our 2021 target of 3.51 and 19% better than our 2020 performance of 3.76. TRIFR is a key measure of employee safety, calculating the number of fatalities, lost-time injuries, substitute work (restricted duties), and any injuries requiring treatment by a medical professional per million hours worked (excluding first aid incidents).

Similarly, we surpassed our 2021 Lost Time Injury Frequency Rate (LTIFR) target, which measures the number of work days missed because of an injury per million hours worked. Our LTIFR of 0.68 was 7% better than our 2021 target of 0.73 and slightly better than our 2020 performance of 0.69.

Equinox Gold is proud of these achievements but recognizes that the behaviours that made these achievements possible must be replicated daily, and we must strive for continuous improvement. Training is critical to our ability to improve. In 2021, we provided a total of 115,371 hours of health and safety training across our sites, comprising 41,478 hours for employees (13.3 hours per person) and 73,893 hours for our contractors (17.7 hours per person). Contractors currently comprise approximately 57% of our workforce.



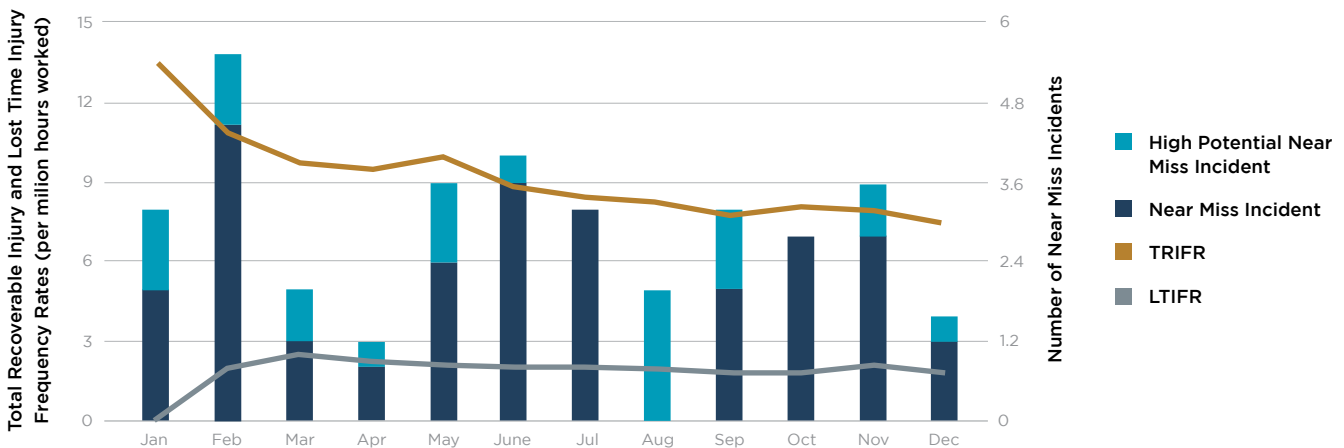
2021 Health & Safety Key Performance Indicators

Key Performance Indicators												Target		
Location	FAI	MTI	RDI	LTI	AIFR	TRIFR	LTIFR	NMI	HPNMI	NMIFR	FATALITY RATE	AIFR	TRIFR	LTIFR
Mesquite	12	2	0	0	16.90	2.41	0.00	16	0	19.31	0	13.25	3.78	0
Castle Mountain	10	2	0	0	62.69	10.45	0.00	0	0	0	0	9.7	4.85	0
Los Filos	67	11	2	5	14.53	3.08	0.85	28	20	8.21	0	17.01	3.54	0.43
Mercedes	0	2	2	2	4.24	4.24	1.41	0	0	0	0	10.84	3.61	2.16
Aurizona	12	3	2	2	6.56	2.42	0.69	13	0	4.49	0	10.48	1.41	0.65
Fazenda	8	3	1	2	6.32	2.71	0.90	0	0	0	0	4.43	3.24	1.37
Pilar	1	0	1	1	8.39	5.59	2.80	0	1	2.8	0	7.06	3.53	2.27
RDM	8	2	4	1	6.13	2.86	0.41	2	1	1.23	0	3.71	2.96	1.26
Santa Luz	22	2	4	0	11.64	2.49	0.00	5	2	2.91	0	0	0	0
Greenstone	1	2	0	0	10.09	6.73	0.00	2	0	6.73	0	0	0	0
<b>Total</b>	<b>141</b>	<b>29</b>	<b>16</b>	<b>13</b>	<b>10.48</b>	<b>3.05</b>	<b>0.68</b>	<b>66</b>	<b>24</b>	<b>4.74</b>	<b>0</b>	<b>8.15</b>	<b>3.51</b>	<b>0.73</b>

**FAI:** First Aid Injury  
**MTI:** Medical Treatment Injury  
**RDI:** Restricted Duties Injury  
**LTI:** Lost Time Injury  
**AIFR:** All Injury Frequency Rate  
**TRIFR:** Total Recordable Injury Frequency Rate  
**LTIFR:** Lost Time Injury Frequency Rate  
**NMI:** Near Miss Incident  
**HPNMI:** High Potential Near Miss Incident  
**NMIFR:** Near Miss Incident Frequency Rate

\*All rates in the table are per million hours worked.

Consolidated TRIFR, LTIFR and Near Miss Incidents: 2021 Trend



Other health and safety initiatives during 2021 included:

- **Reviewing and implementing the Equinox Gold Health and Safety Management Standards.** During 2021 we reviewed and updated our Health and Safety Management Standards to incorporate international best-practice standards and frameworks, including the TSM Health and Safety and Crisis Management protocols and the health and safety requirements of the RGMPs. These revised standards comprise the basis for the site-based Health and Safety Management Systems that are applied at all Equinox Gold operations and projects. Implementation commenced in 2021.
- **Holding incident and high-potential near miss review meetings.** Creating a culture of safety starts from the top and these monthly meetings convene the CEO, COO, Country SVPs, site General Managers, and Health and Safety management from both the corporate and site teams. Together this group studies the causal factors of significant incidents and gauges the quality of the subsequent investigations and corrective actions that are intended to prevent recurrence.

### What's Next

We are proud of the substantive improvements to our safety results, but our objective of achieving zero harm requires continuous improvement and daily vigilance. In 2022, we will continue to implement the Equinox Gold Health and Safety Management Standards, including reviewing and improving the Health and Safety Risks approach with site management. In addition, we are developing lead indicators that will be used to track performance and are implementing a software system to better track incidents, investigations, mitigations and the status of corrective actions. These actions will result in all of our sites achieving a minimum Level A rating for the TSM Health and Safety protocol.

Our 2022 health and safety targets are based on improvements compared to 2021 targets, with the objective of achieving a TRIFR of 3.40 or less and a LTIFR of 0.65 or less in 2022.

### Equinox Gold Safety Awards: Celebrating Excellence in Health and Safety

The Chairman's Safety Award is presented annually to Equinox Gold's safest mine or project to reinforce the importance of our safety culture, and to provide positive competition between sites. The inaugural award was presented to Castle Mountain for its 2020 achievement of completing construction and commissioning with zero Total Recordable Injuries. The health and safety accomplishments at Castle Mountain Mine were also recognized by the United States Department of Labor Mine Safety and Health Administration (MSHA), which awarded the mine with a certificate of achievement in safety for 20,848 work hours in 2020 without one lost-time injury.

The 2021 recipient of the **Chairman's Safety Award** is Mesquite Mine for achieving the lowest TRIFR (2.41) per million hours worked.

The first **COO Most Improved Safety Award**, which is given to the site with the most improved safety record, has been presented to Aurizona Mine for achieving a 28% reduction in its TRIFR compared to its 2020 performance.

We have also created the **CEO Safety Leader Award** to acknowledge individuals who have gone over and above normal duties and have displayed exemplary safety leadership. While there were worthy nominations from every site, the 2021 CEO Safety Leader Award has been presented to Elinio dos Santos Gomes of Aurizona Mine for his innovation in developing and implementing a device that allows the team to safely carry and dispense barbed wire for fencing. Second place went to Cesar Muñoz García for his leadership. Cesar has been with Los Filos Mine for 16 years, is a member of the Emergency Response Team and is an active member of the Safety and Hygiene Committee. Third place went to Djailson Lima de Oliveira of Santa Luz Mine for his leadership and for developing equipment blocking tools to ensure his team of mechanics are protected while working on equipment.