

Emergency Response and Crisis Management

Crisis Management Planning and Preparedness

While we go to great lengths to avoid incidents and hope never to put our plans into practice, every company must prepare to manage crises. Robust planning includes ensuring all sites have procedures in place, training is completed and simulation exercises are carried out so that all team members understand their roles in the event of a crisis. We follow the internationally recognized Incident Command System to make sure external responders (police, fire brigade or ambulance) are able to follow and understand the structure of command in the event they are required to assist in managing a crisis.

To complement this system, our sites have Mine Emergency Response Teams that are well equipped and trained to deal with site level emergencies. The emergency response teams hold quarterly drills to practice their response to a range of potential crises, including fire, flood, environmental issues, social unrest and medical emergencies.

We also have a corporate-level crisis management team whose role is to support the site teams during a crisis and protect shareholder interests by mitigating potential impacts to the company's business and reputation.

What's Next

In 2022 we will continue to work with our site teams to enhance and test our Crisis Management Plan and will conduct simulation exercises for both site and corporate personnel.

Crisis Simulation

During 2021, Equinox Gold held crisis simulation training at Mesquite. The intention of this training exercise was to test communication between the Emergency Response Team (based on site), the Incident Command Team (based on site) and the Crisis Management Team (corporate). Site management and corporate representatives planned a mock event that tested the process to manage and mitigate the incident, and the communications required to inform regulators, community members and other stakeholders, including mock social media posts.

Our management plan uses the Incident Command System, which is an internationally recognized management process used by first responders. It enables external agencies to seamlessly understand and participate and, if required, take command of a situation.

The team considered each step required to resolve this simulated issue, including:

- Assessing the impacted area
- Containing the incident and planning mitigating actions
- Notifying the team leads
- Notifying the COO, who would inform the corporate crisis management team
- Notifying regulators
- Identifying and notifying stakeholders that may be affected
- Documenting all action taken
- Ongoing dialogue and monitoring until the situation is resolved
- Ensuring the company was the trusted source of information by providing updates at regular intervals

While the Emergency Response Team regularly trains and hones their skills with site-based exercises, this was the first crisis response exercise for the teams involved. The objective was to ensure the site-based teams understood their roles. We are planning to train other sites as well as corporate teams during the first half of 2022. While we hope never to use the Crisis Management Plan for a real event, we must always be prepared to act quickly and effectively.