

Employment Practices

Our ability to attract and retain top talent is anchored in our ability to provide a workplace that is positive and inspiring. We make significant efforts to be an employer of choice, offering fair pay and benefits and fostering a culture that is welcoming and inclusive. Teamwork is one of our core values, and we encourage our team members to collaborate and then take action to achieve the Company's objectives.

Our talent management strategy is based on the principles of diversity, inclusion and equal opportunity. We want our workforce to reflect the ethnic and gender diversity of the regions in which we operate.

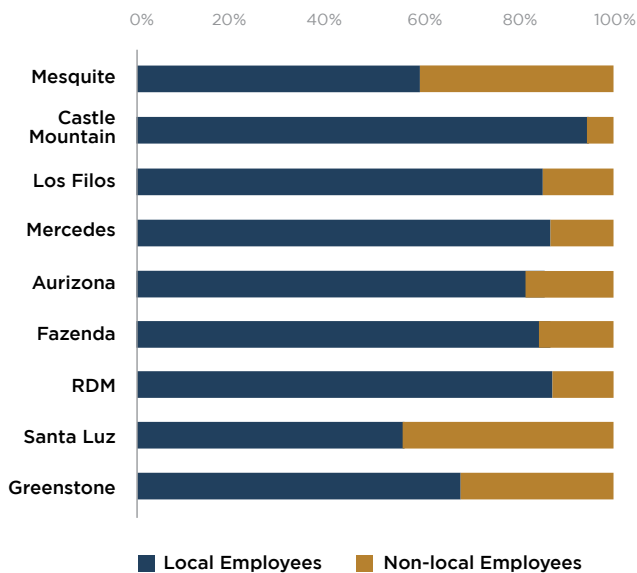
We hire locally as much as possible and provide education and training opportunities so that community members can obtain the skills necessary to join our team and advance within the Company.

At December 31, 2021, at all of our operating mines with the exception of Mesquite, more than 80% of direct employees lived in the state where the mine is located. While the majority of Mesquite's employees are local, its numbers are not reflective of its local hiring practices because some of the closest communities to the mine site are in neighbouring states. At the municipal level, on average 63% of direct employees at our operations live in the site's local municipalities.

We also have training programs in place to support professional development. Employees and contractors at our operations and projects are provided with or encouraged to participate in regular training programs specific to their role as well as opportunities to learn new skills.

All of Equinox Gold's direct employees are eligible to participate in performance-related incentive compensation programs. Each site aligns its performance objectives with corporate objectives on an annual basis, and each employee is eligible to receive a bonus based on individual and collective performance metrics.

Local* Employment by Site



*Local is considered state/province level.

Employment Numbers

100%

EMPLOYEE PARTICIPATION
IN PERFORMANCE
RELATED INCENTIVES

75%

OF WORKFORCE
UNIONIZED

81%

DIRECT EMPLOYEES
FROM WITHIN STATE
OR PROVINCE

99.7%

WORKFORCE FROM
WITHIN COUNTRY OF
OPERATIONS

With more than 7,000 people in our workforce across the four countries where we do business, we strive to ensure our operations are free from discrimination or abusive practices and that all employees and contractors are treated with respect. We prohibit child labour and all forms of modern slavery, including forced labour and human trafficking. We are working to identify and remove barriers to advancement, and to develop feedback mechanisms so our workforce can express their concerns and we can address any workplace or employment issues.

We respect the rights of all workers, including freedom of association and collective bargaining, and strive to have collaborative relationships with the unions that represent our workforce. In 2021, approximately 75% of Equinox Gold employees were unionized, with approximately 74% of our employees in Mexico and close to 100% of our employees in Brazil covered by collective agreements. In Mexico, collective agreements are reviewed every two years, while in Brazil they are reviewed annually. Our workforce in the USA and in Canada are not currently unionized.

During 2021, employees from one of the two union sections at our Los Filos Mine in Mexico blocked access to the mine, resulting in a suspension of operations for 32 days. It was not a legal strike and the workers did not follow the regulations outlined in their union agreement to make a claim. The workers were demanding a bonus payment greater than the annual bonus outlined in their union agreement, which is calculated by a predefined formula agreed to by the union and the Company. The Company maintained open dialogue with the union leaders and the group of protesting workers. Resolution was achieved when the workers accepted the bonus as defined in their union agreement, and the mine resumed operations.

Young Apprentice Program Helps Inspire Women in Brazil to Pursue Mining Careers

While the mining industry is still predominantly male, women are starting to join the industry in all different capacities. Equinox Gold's Aurizona Mine has been actively recruiting women and is starting to see the results of these efforts.

In 2021, 20% of Aurizona's workforce was women. This is twice the 10% average in Brazil's mining workforce, according to a survey released in April 2021 by the Brazilian Mining Institute (IBRAM).

Part of Aurizona's success in diversifying its workforce has been realized through Equinox Gold's Young Apprentice Program. The program is a partnership with the Brazil government's National Industrial Learning Service program, which is designed to encourage and develop youth across all industries by creating opportunities for their first formal work experience. The Young Apprentice Program is employed at all of Equinox Gold's Brazil sites. At Aurizona, most apprentices in the last few years have been young women (75% in 2021), and in 2021 two elected to accept employment offers after their apprenticeships and were hired as full-time employees.