

# Inclusion and Diversity

Equinox Gold’s objective is to create a diverse and inclusive culture that solicits multiple perspectives, free of conscious or unconscious bias and discrimination. We believe a workforce with diverse backgrounds and experiences promotes innovation, improved performance and more effective decision making. Yet mining has historically been a male-dominated industry. According to a World Bank study completed in 2019, women represent only 8% to 17% of the global mining workforce.

**We strive to have a highly talented workforce with ethnic and gender diversity that reflects the regions and communities in which we operate.**

One of our key objectives during 2021 was to review our hiring practices to ensure our systems promote diversity and inclusion at all levels. We also assessed our workforce to understand current diversity levels, and to identify barriers that could hinder the advancement and fair treatment of women in our workplaces.

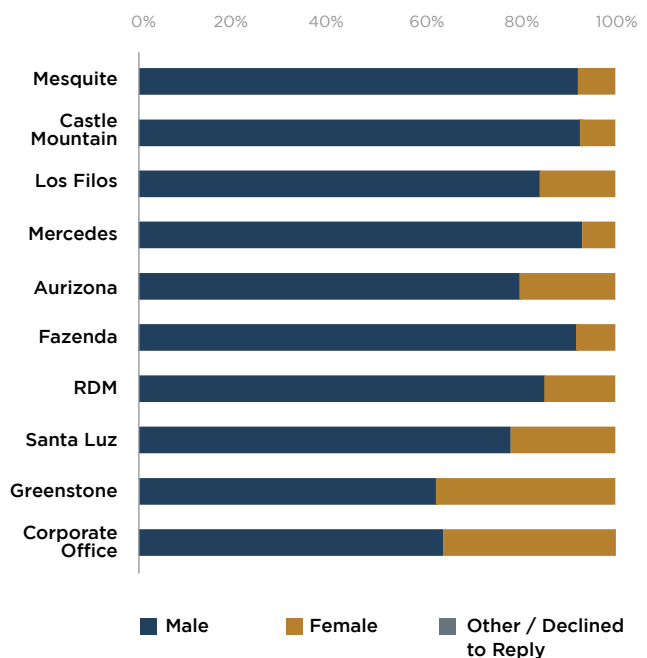
In 2021, 10% of our total workforce, 14% of our operations’ direct employees and 35% of the team at our Vancouver corporate headquarters were women. The percentage of female employees at each of our sites varies significantly, from 5% at Mercedes to 37% at Greenstone. We will continue to review hiring practices and training programs at all of our mine sites with the intention of increasing the participation of women at our operations.

Our commitment to inclusion and diversity starts with our Board of Directors and extends to senior management at our corporate office and all of our sites. Our Diversity Policy details the expectation placed on the leaders of our Company to ensure that succession planning incorporates inclusion and diversity efforts, and that when searches are conducted

at both the executive and Board level, outside support is engaged when necessary to support diverse and inclusive processes.

Currently two of the individuals on our nine-person Board of Directors (22%) are women. In 2021, we set the target of achieving at least 30% representation of women on the Board by our 2023 annual meeting of shareholders.

**Percentage of Employees by Gender by Site**



1. As at December 31, 2021. Pilar employment data are not included as the mine was sold on April 7, 2021.

Women in Our Workplace

22%

BOARD OF DIRECTORS

35%

CORPORATE HEADQUARTERS

14%

DIRECT EMPLOYEES

10%

TOTAL WORKFORCE

**From Intern to Leadership Role for Local Engineer at RDM**



A key tenet of responsible mining is community development: providing social and economic opportunities for community members that can endure beyond the life of the mine.

Daise Anne Damasceno's story demonstrates how hiring locally and offering professional development opportunities can lead to a rewarding career, and is also a wonderful example of inclusion

and gender equity. Daise Anne's family is from the villages of Riacho dos Machados and Grão Mogol in Minas Gerais State near Equinox Gold's RDM Mine. In 2012, Daise Anne was a civil engineer intern at RDM working on construction of the tailings storage facility. She stayed for four years through her studies, and after graduation was employed as part of the tailing facilities inspection team. She gained first-hand knowledge in earthworks and construction of the tailings dam and also installation of the geomembrane liner in the facility's reservoir.

While at RDM Daise Anne met her future husband, who was working as a geologist at the mine. They moved to northern Brazil in 2016 to explore other opportunities but returned years later to Minas Gerais.

In 2020, Daise Anne was a stay-at-home mother but was ready to go back to work. Knowing of her experience and knowledge of RDM, the mine site recruited her to rejoin the team. Daise Anne is now the resident engineer responsible for day-to-day operations of the tailings storage facility as well as coordinating the annual design and construction of each expansion phase of the tailings storage facility and water reservoir. She is an integral member of the RDM management team and represents what is possible for local students who aspire to work in the mining industry.

**What's Next**

In the fall of 2021, Equinox Gold, together with other members of the United Nations Global Compact Canada Network, joined the United Nations Global Compact Target Gender Equality Program, an accelerator program that includes facilitated performance analysis, capacity-building workshops, peer-to-peer learning and multi-stakeholder dialogue. This 12-month process concludes in 2022 and will help us define a long-term company-wide inclusion and diversity strategy that will improve our ability to recruit and retain the best talent, help to create a diverse workforce and reinforce our culture of inclusivity and respect.

