

Equity, Diversity and Inclusion

WHY THIS TOPIC MATTERS TO EQUINOX GOLD

As a growing company with operations in multiple countries, equity, diversity and inclusion (EDI) are increasingly important to our success. Having a diverse workforce in which team members have different backgrounds and experiences promotes innovation, more effective decision-making and improved performance. Diversity in our workforce also fosters a culture of inclusion and respect, which will help to make Equinox Gold an employer of choice in a fiercely competitive work market.



Our Approach

We are committed to building a more diverse and inclusive organization. This commitment starts with our Board, includes senior management at our corporate office and extends across all our sites. We have policies and programs in place to promote diversity and help make inclusion a cornerstone of our corporate culture.

Instilling Diversity among Leadership

To set the tone from the top of the organization, our [Diversity Policy](#) expresses our commitment to achieving diversity among the Board and senior management. This policy details the expectation placed on our leadership team to ensure succession planning incorporates inclusion and diversity efforts, including when searches are conducted at both the executive and Board level.



RELEVANT POLICIES

- [Diversity Policy](#)
- [Social Responsibility and Human Rights Policy](#)



Building a Diverse Workforce

Equinox Gold’s approach is based on the principles of diversity, inclusion and equal opportunity. Our objective is to create a diverse and inclusive culture that welcomes multiple perspectives, free of conscious or unconscious bias and discrimination. We strive to have a highly knowledgeable and skilled workforce that reflects the ethnic and gender diversity of the regions and communities in which we operate.

While our global workforce represents different cultures and demographics, we recognize more work is required to advance our inclusion and diversity objectives. Over the past two

years, we have reviewed and improved our recruitment processes to ensure they are fair and equitable, and we have taken steps to better support and build more positive workplaces for our female workers.

We are working to define, develop and launch a robust, Company-wide inclusion and diversity framework. To help guide our efforts, Equinox Gold is a signatory to the United Nations Global Compact (UNGC) and participated in the Target Gender Equality Program in 2021-2022. We are also members of the Mining Association of Canada’s EDI Working Group.

Pay Equity

We aim to fairly recognize and reward employees for their work and capabilities as they grow within our organization. Each year we review employee compensation, a process that helps us evaluate our pay structures and proactively identify and resolve factors that could contribute to a wage gap.



Accountability

Our Vice President External Affairs and Social Responsibility and our Vice President Human Resources, in conjunction with the executives leading each of our regions, have overall responsibility for EDI progress within the Company. To manage daily workforce responsibilities, each Equinox Gold site has a Human Resources (HR) manager and each region has an HR head. The Compensation and Nomination Committee of the Board oversees HR performance, including EDI metrics across the Company.



Our Performance in 2022

Completed UNGC Target Gender Equality Program

a year-long accelerator initiative to drive progress on women’s representation and leadership in our Company

- Began tracking gender diversity by job category
- Updated our Diversity Policy
- Completed the United Nations Global Compact Target Gender Equality Program

Women comprised 10% of our total workforce in 2022 (2021: 10%), including employees and contractors. Considering only our employees, women represented 14% across the Company (2021: 14%) and 41% of the team at our Vancouver corporate headquarters (2021: 35%). The percentage of female employees at each of our mine sites varies significantly, from 7% at Mesquite to 19% at Santa Luz, and 41% at our Belo Horizonte regional office in Brazil. These indicators are calculated based on workforce numbers on December 31, 2022.

20%

representation of women in executive and senior management positions

14%

representation of women across our employees

During 2022 we started tracking gender diversity by job category (results on next page). This analysis will help us better understand and identify possible barriers for greater female representation in certain job categories, such as supervisory and operational roles. Women comprise 25% of our executive team with the title of Vice President or higher.

We updated our Diversity Policy last year to include the target of achieving at least 30% representation of women on the Board by our 2023 Annual General Meeting (AGM). At December 31, 2022, two of our nine directors (22%) were women. For the 2023 AGM, we have reduced the size of the Board and two out of the eight director nominees are women (25%). Even though the 30% female representation target will not be achieved before the Meeting, increasing Board diversity and achieving more gender-balanced leadership remains a

top priority, and our search for a new female director who possesses the experience, skills and capabilities our Board requires is ongoing.

To advance our progress, this past year we completed the United Nations Global Compact Target Gender Equality Program. This 12-month accelerator initiative includes facilitated performance analysis, capacity-building workshops, peer-to-peer learning and multi-stakeholder dialogue. We will apply the learnings from this program to improve our ability to recruit and retain the best talent, help to create a diverse workforce, and reinforce our culture of inclusivity and respect.

Our Brazilian operations have taken the lead in delivering upon our EDI ambitions. To kick off the EDI program in 2022, they joined the ‘Women in Mining Brasil’ movement to support women’s participation in the industry and

created a dedicated Diversity and Inclusion Committee. The Brazil team also conducted a diversity survey to gather baseline data regarding the current diversity within our workforce in Brazil. For example:

- in terms of gender representation, 13% of the Brazilian workforce identified as women and 4% as transgender;
- 66% of the Brazil team identified their race as Black;
- in terms of sexual orientation, 6% identified as LGBT+ (82% heterosexual/11% no response); and
- in terms of age, 72% of the workforce is between 30 and 49 and 11% are 50 years of age or older.

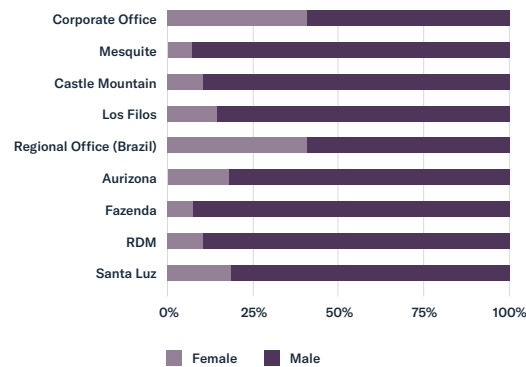
The survey also included questions about

the Company culture and workplace, and the responses allowed Equinox Gold in Brazil to achieve the coveted Great Place to Work® certification.

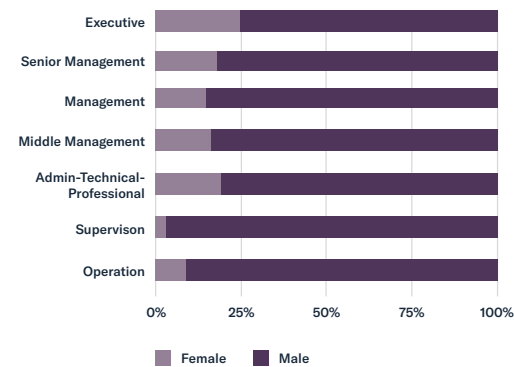
With the objective of contributing to industry best practices and achieving greater company-wide awareness of EDI matters, we have been part of the Mining Association of Canada's EDI Working Group. This Working Group is developing an Equitable, Diverse and Inclusive Workplaces protocol to be integrated to the TSM set of protocols.

The [Relationships with Indigenous Peoples](#) section of this report includes more information about our commitments and actions to collaborate and engage with Indigenous peoples, communities and businesses.

2022 PERCENTAGE OF EMPLOYEES BY GENDER BY SITE



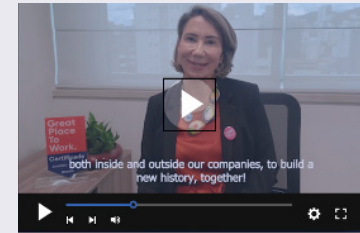
2022 PERCENTAGE OF EMPLOYEES BY GENDER BY JOB CATEGORY



Note: 2022 gender data do not include Greenstone, as we are in the process of introducing a new system at the site to track this indicator.

EMPLOYEE PROFILE

Breaking Barriers for Women in Mining



[Click here](#) to watch Angela Vasconcelos' interview.

Angela Vasconcelos, Vice President Administration and Finance, Brazil, is a pioneer in the mining industry, breaking barriers for women and making positive changes so the sector can attract and retain female talent. Her actions are changing attitudes at Equinox Gold and across the sector.

Angela's achievements have not gone unnoticed. She was recognized as one of 2022's "100 Global Inspirational Women in Mining". The biennial award from Women in Mining UK celebrates women's "above and beyond" contributions to the industry. Angela was selected because of her role in implementing and expanding Equinox Gold's diversity and inclusion programs across our Brazil operations, particularly in making the candidate selection process more equitable.

"We must create more moments to speak openly about barriers in the mining industry, so we can attract women to our market. We must constantly talk about critical issues such as balancing our careers with motherhood."





Celebrating Women in Our Workplace

In honour of International Women's Day, Equinox Gold celebrated the women in our workforce throughout the month of March. We held workshops and events at each of our mine sites to acknowledge women's contributions to our Company.

PRIORITIES FOR 2023

- Finalize Equinox Gold's Diversity and Inclusion strategy and develop an action plan.
- Increase Board gender diversity.
- Increase the number of EDI indicators we track.

