

# People Development and Engagement

## WHY THIS TOPIC MATTERS TO EQUINOX GOLD

As partners in our business growth and sustainability journey, our people are the strong foundation supporting our performance. Our ability to attract, retain and motivate top talent is anchored in our ability to provide a workplace that is positive and inspiring to our people. We know that fully engaged teams deliver better ideas and results, which translates to increased value for all our stakeholders.

The mining industry continues to face a skilled labour shortage at a time when demand for gold is on the rise, making it more important than ever that we make strategic investments to find and keep good talent in this competitive market.



## Our Approach

With the goal of being an employer of choice, we provide attractive pay and benefits, offer a culture where people are welcomed, included and treated fairly, and honour the highest principles and standards to respect their rights. We also offer training programs to create opportunities for the community members who may want to join our team.

### RELEVANT POLICIES

- [Code of Conduct and Business Ethics](#)
- [Social Responsibility and Human Rights Policy](#)
- [Diversity Policy](#)



## Creating Employment Opportunities

With more than 20 communities near our mine sites, we hire local talent as much as possible and provide education and training opportunities so community members can obtain the skills needed to join our team and advance within the Company. Job creation is one of our most important commitments to local communities to support the economic development and wellbeing of the regions where we operate. We are proud that every year almost 100% of our workforce comes from the country of operations, and on average approximately 70% comes from the communities and areas of influence where our mines are located.

The composition of employees and contractors

varies in the different countries where we operate. During construction at Greenstone in Ontario the majority of the workforce is made up of contractors (80%), but we expect this to shift to more full-time employees when the mine is in production. In Mexico and Brazil, contractors comprise more than half our workforce (52% and 63%, respectively), while in the USA, nearly 70% are employees.

We offer training programs to support the continuous growth and development of our team members. Both employees and contractors at our operations are encouraged to participate in regular training specific to their roles and are also provided with opportunities to learn new skills.

## Recognizing Individual and Team Performance

We encourage each of our team members to take action to achieve the Company's objectives and we reward their contribution with competitive individual pay and benefits. Since teamwork is one of our core values, we also recognize their collaboration to achieve shared goals. All of Equinox Gold's 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 employees are eligible to receive a bonus based on individual and collective performance metrics.

## Accountability

Our Vice President Human Resources, in conjunction with the executives leading each of our regions, has overall responsibility for employment at Equinox Gold. To manage daily workforce responsibilities, each Equinox Gold site has an HR manager and each region has an HR head. The Compensation and Nomination Committee of the Board oversees HR performance across the Company.

## Fair and Equal Treatment

With more than 8,400 people in our workforce, spread across four countries, we strive to ensure our operations are free from discrimination or abusive practices and that all employees and contractors are treated with respect. To achieve that, we hire people who reflect our values, we maintain policies and provide training related to anti-harassment and anti-discrimination, maintain a complaint reporting process (Whistleblower Line), and implement specific training to address any behaviour not in accordance with our Code of Conduct. We also prohibit child labour and all forms of modern slavery, including forced labour and human trafficking.

We respect the rights of all workers, including freedom of association and collective bargaining, and strive to maintain collaborative relationships with the unions that represent our workforce. In Mexico, collective agreements are reviewed every two years, while in Brazil they are reviewed annually. Our workforces in the USA and in Canada are not currently unionized. In 2022, approximately 79% of our workforce (77% of employees and 81% of contractors) was unionized (2021: 75% of workforce), with 77% of our employees in

Mexico and 100% of our employees in Brazil covered by collective agreements.

We abide by the applicable working hours legislation in all the countries in which we operate, all of which have working hours legislation that is lower than the 48-hour standard established in the International Labour Organization conventions. We believe it is important that employees receive adequate breaks from work to recuperate and to attend to their personal lives.

As part of our commitment to continuous improvement, we are working to identify and remove barriers to advancement and to ensure feedback mechanisms are available across all our sites so workers can express their concerns. We are dedicated to addressing and resolving any employment issues that arise.

During 2022 we received 34 reports of inappropriate or unfair treatment through the Whistleblower system. Each report was investigated and, where it was substantiated, appropriate action was taken.



# Our Performance in 2022

## 58.1

average hours of training per employee, including health and safety training

## 99.4%

employees from within the country of operation

## 75%

of eligible employees participate in our share purchase plan

- Introduced an employee share purchase plan
- Continued to participate in the Young Apprentice Program in Brazil
- Delivered more than 203,000 hours of employee training (including health and safety training)
- Launched leadership development training
- Earned the Great Place to Work® certification in Brazil

Our workforce comprised 3,434 employees and 5,037 contractors as of December 31, 2022:

- 99.4% of our employees were from within the country of operation (2021: 99.7%).
- 72% of our direct employees lived in the site's local areas of influence (2021: 63%).
- Approximately 99% of our employees were on a permanent contract with 1% temporary. Around 65% and 35% of contractors were on permanent and temporary contracts, respectively.

We introduced a share purchase plan at our corporate office and the operations management level to further the Company's culture of share ownership. As of December 31, 2022, 75% of eligible employees were participating in this program.

Employees received more than 203,000 hours of training, of which 35.6% was on health and safety topics. In addition to job-specific training, we supported other educational programs that allow employees to upgrade their skills or acquire new expertise. We also launched leadership development training in 2022, comprising one-on-one coaching and team-building exercises to strengthen the leadership skills of members of our senior management group.

We continued to promote the Company's core values (accountability, teamwork, integrity, excellence) through posters, training and regular communication. In Mexico, we began a training program to educate our workforce on these values and the leadership competencies they can develop. In the USA,

the implementation of the Foundations of Leadership program is underway, focusing on organizational culture and change management.

Our succession plan paved a smooth transition when the former CEO stepped down in August 2022 and the head of US operations resigned in October 2022. Both positions were filled by internal candidates who had been identified during the succession planning process.

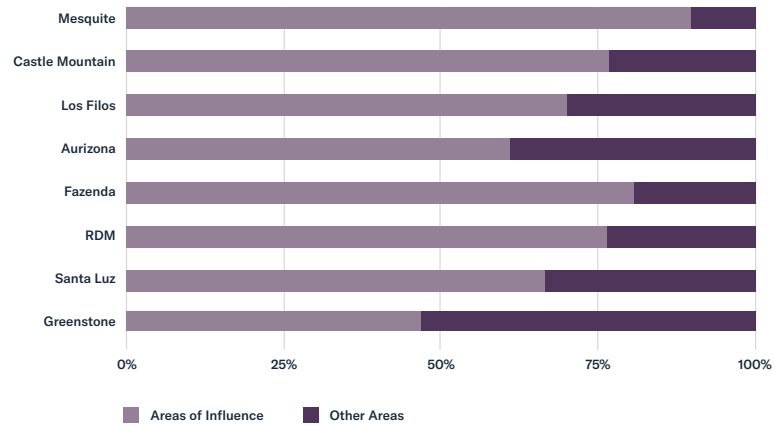
In Brazil, we were honoured to earn the Great Place to Work® certification. Despite this achievement, we are working to resolve the challenge of high employee turnover in the country, where intense competition in engineering, geology and other professional disciplines pulls people away from Equinox Gold. Having researched the issue, benchmarked role compensation and conducted in-depth exit interviews with departing employees, in 2023 we will implement a leadership development program and performance management system specific to our Brazil operations. This will enable

managers to have productive personal career development dialogues with their employees.

To help attract new talent to Equinox Gold, we continued to participate in the Young Apprentice Program with the Brazilian government's National Industrial Learning Service. Through the program, we offer youth their first formal work experience at any of our Brazilian sites. In 2022, 20 young people took part and for 2023 we have 63 apprentices, of which 15 positions are exclusively for women.



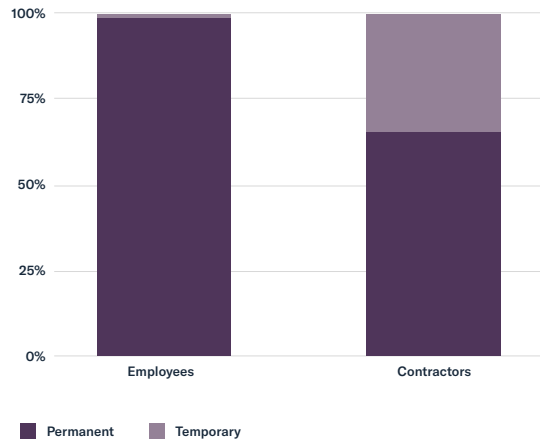
**2022 PERCENTAGE OF LOCAL EMPLOYMENT BY SITE**



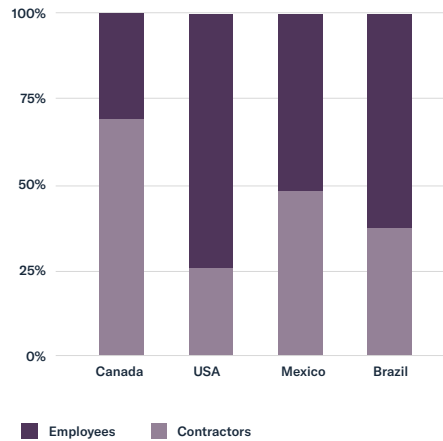
Local area of influence defined as below:

- Mesquite: Imperial County, CA, and Yuma County, AZ
- Castle Mountain: Clark County, NV, and San Bernardino County, CA
- Los Filos: Eduardo Neri Municipality
- Aurizona: Godofredo Viana, Aurizona Village, Candido Mendes, Luis Domingues and Carutapera
- Fazenda: Barrocas, Teofilândia, Serrinha and Biritinga
- RDM: Porterinha and Riacho dos Machados
- Santa Luz: Santa Luz and Cansanção
- Greenstone: Geraldton, Longlac, Beardmore, Caramat, Jellicoe, Macdiarmid, Nakina and Orient Bay

**2022 PERCENTAGE OF WORKFORCE BY TYPE OF CONTRACT**



**2022 PERCENTAGE OF EMPLOYEES AND CONTRACTORS BY COUNTRY**



**PRIORITIES FOR 2023**

- Formalize a company-wide talent management strategy.
- Develop a roadmap to implement HR technology solutions that will allow for the collection of more comprehensive HR data.
- Focus on developing and recruiting good leaders at all levels within the Company.
- Further invest in employees to build the critical skills and knowledge needed to achieve our operational and sustainability objectives.



EMPLOYEE PROFILE

## Florita Binuya Payroll Accountant, Corporate



"I was born in Manila, Philippines, where I finished my Bachelor's Degree in Accounting with honors. I have held various accounting and finance roles after obtaining my license as a Certified Public Accountant. Also, out of curiosity with call centers in the Philippines some years ago, I did a short stint as technical support for an internet provider, where I learned a great deal about interacting with people.

I immigrated to Canada in 2009 and have worked in different industries including banking, charitable institutions, software and engineering. Though these organizations varied in nature, I brought the same passion for upholding accounting and payroll values to every role.

I joined Equinox Gold as Payroll Accountant in June 2021 after completing my Certified Payroll Manager course. This is my first experience in the mining industry, and I am very inspired by the

mining industry culture and the focus on cultivating natural resources while also protecting the environment.

I also appreciate that Equinox Gold's focus on work-life balance has allowed me to work primarily from home."

EMPLOYEE PROFILE

## Jennifer Ward Mine Engineer, Mesquite



"I am currently a Long-Range Planner within the Technical Services Department at Western Mesquite Mines. I have also worked as the Short-Range Planner and Drill and Blast Engineer and worked on daily, weekly, and monthly plans for all major pieces of equipment as well as all blasting designs and drill plans.

The path taken to get to where I am today has been non-traditional. I applied to the South Dakota School of Mines and Technology following a series of education and career pursuits I did not find particularly fulfilling. During a tour of the mining department, I met a professor whose passion for mining resonated so much with me that I decided to obtain a degree in Mining Engineering and Management. My entry into the mining industry was at a surface coal mine, where I worked on special projects including access road designs, dump designs, separation of light vehicles and

heavy equipment. As a part of the Company's engineering development program, I transitioned to the environmental department where I oversaw compliance, permitting, vegetation studies, drill and gully surveys, and wildlife.

In 2019, I joined Western Mesquite Mines in the Environmental Department and I took on the challenge of the recertification for the Cyanide Code as project manager. In 2020, I returned to my roots in Engineering.

I have been incredibly lucky with both the opportunities I have been given and the ones I have created. I am particularly grateful to be part of the amazing Equinox Gold team here at Mesquite Mine. The relationship I have cultivated throughout the mine site are invaluable. I look forward to the continued development of myself and my co-workers."