

# 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.

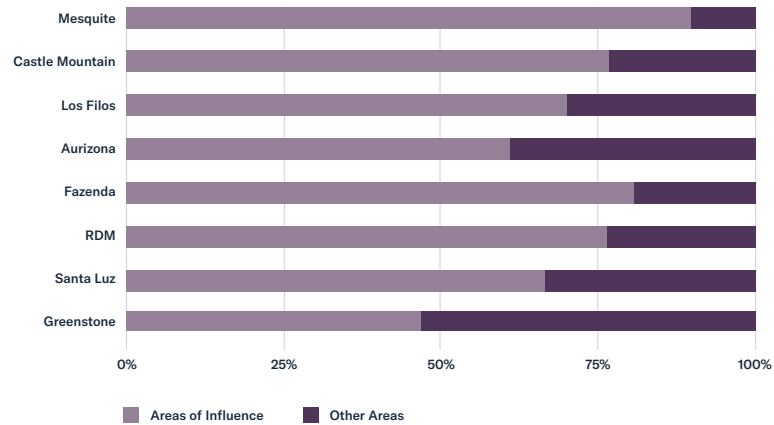
In Brazil, we were honoured to earn the Great Place to Work® certification. Despite this achievement, we are working to resolve the challenge of high employee turnover in the country, where intense competition in engineering, geology and other professional disciplines pulls people away from Equinox Gold. 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.



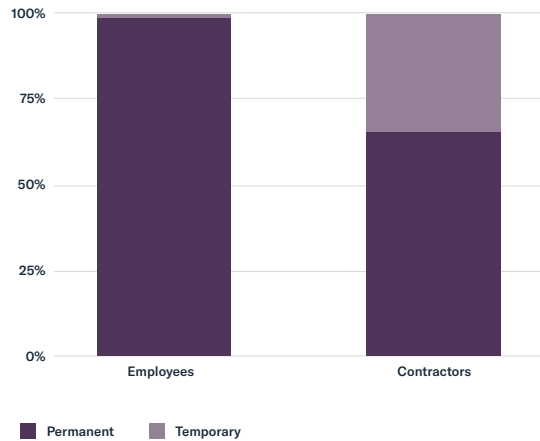
**2022 PERCENTAGE OF LOCAL EMPLOYMENT BY SITE**



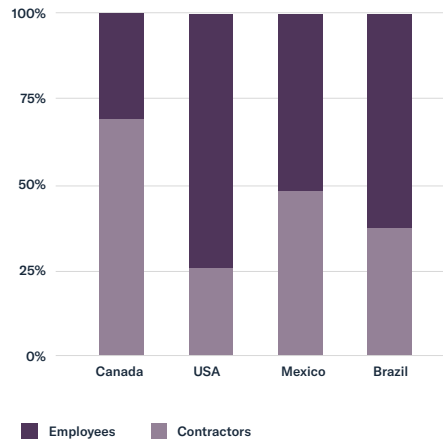
Local area of influence defined as below:

- 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.

