

OUR APPROACH

People & Organizational Culture

Equinox Gold is a global team, united by our vision to be the Premier Americas Gold Producer.



Why This Topic Matters to Us

Our people are the foundation of our business and the driving force behind our performance. They are also partners in our business growth and sustainability journey. In a fiercely competitive labour market, our ability to find, motivate and keep good talent is anchored in our capacity to provide a workplace where everyone is valued and supported.

DISCLOSURES

GRI 2-7	GRI 404-3
GRI 2-8	GRI 405-1
GRI 2-25	GRI 405-2
GRI 2-30	GRI 407-1
GRI 3-3	SASB EM-MM-000.B
GRI 202-2	SASB EM-MM-310a;
GRI 401-1	SASB EM-MM-310a.2
GRI 401-3	
GRI 404-1	



Building a Workplace People Want to Join

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

Creating Employment Opportunities

Job creation is one of our most important commitments to local communities, supporting economic development and well-being within the regions where we operate. 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. We are proud that a significant percentage of our workforce comes from the communities and areas of influence where our mines are located.

People Development and Engagement

We are committed to helping our people advance their careers. We offer a range of tailored educational programs that support new hires to succeed in their roles and provide established employees with opportunities to expand their skills or pursue leadership positions. These programs vary from focused training and education curriculums for specific roles to ongoing, on-the-job training and coaching. 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.

We engage our team members by encouraging them to take an active part in achieving the Company's objectives, and reward their contribution with competitive pay and benefits. At all our operations and offices, we pay well above legislated minimum wage and continually monitor industry and local best practices to ensure we offer competitive salaries that go beyond satisfying basic needs.

Since teamwork is one of our core values, we also recognize our team's efforts to achieve shared goals. All Equinox Gold employees participate in performance-related incentive compensation programs. Each mine site aligns its performance objectives with corporate objectives on an annual basis, and employees are eligible to receive a bonus based on individual and/or collective performance metrics.

Labour Relations

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 Canada are not currently unionized. Each year, we conduct due diligence with contractors to assess any potential negative impacts on human rights and freedom of association.

As part of our commitment to improve, we work to identify and remove barriers to advancement, and make feedback mechanisms available and accessible across all our sites so workers can express any concerns. We are dedicated to addressing and resolving any workplace or employment issues that arise and investigate all issues reported through our Whistleblower Hotline. Our employees, contractors and suppliers have access to the Whistleblower Hotline so they can report any complaints or grievances.

Fair and Equal Treatment

With a large, international workforce, we strive to make our operations free from discrimination and abusive practices so that all employees and contractors are treated with respect.

To support this objective, we hire people who reflect our values, and we enforce corporate policies, provide training related to anti-harassment and anti-discrimination, and maintain a complaint-reporting process (Whistleblower Hotline). We also deliver annual training to all employees on compliance with the Code of Conduct and other policies, which includes training on human rights compliance, anti-bribery and anti-corruption and how to access the Whistleblower Hotline. We prohibit child labour and all forms of modern slavery, including forced labour and human trafficking.

We abide by the applicable working hours legislation in all 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 all members of our workforce receive adequate breaks from work to recuperate and attend to their personal lives.

Equity, Diversity and Inclusion

We are committed to building an organization where everyone is valued and supported, creating environments that are respectful and inclusive. We aim to support people who come from varying backgrounds, giving them the resources they need to thrive and contribute best in our workplace.

To set the tone from the top, in 2019 Equinox Gold adopted a [Diversity Policy](#) that expresses our commitment to promoting and achieving diversity among the Board and senior management.

In 2024, we launched a Company-wide Equity, Diversity and Inclusion (EDI) strategy to focus and amplify our EDI efforts, guiding the work already underway at our operations. Our EDI strategy outlines goals we have set across four pillars:

Inclusive leadership: Support a diversity of perspectives and qualities across our Board and executives, and equip leaders with the tools and knowledge to foster an inclusive workplace culture.

Inclusive culture: Foster a workplace culture where all employees feel safe, valued and respected, and can contribute to Equinox Gold's success.

Workforce diversity: Build a merit-based workforce that reflects the regions and communities in which we operate, across all levels of the Company.

Equity in practice: Embed equity into the policies, processes and practices that support business operations and decision-making.

We have initiatives in place to attract, hire, and retain a more diverse team, alongside programs to ensure that compensation, development, advancement, and support programs are inclusive of all team members.

Accountability

The Compensation and Nomination Committee (CN Committee) assists Equinox Gold's Board in fulfilling its responsibilities related to human resources and compensation issues, in addition to its other duties with respect to director nominations and corporate governance.

Our Vice President Human Resources regularly presents information to the CN Committee to assist in decision making and communicates management's experiences of the effectiveness of compensation programs to attract, retain and reward qualified personnel to oversee our operations. The Vice President Human Resources, in conjunction with the executives leading each of our regions, leads employment matters at Equinox Gold. The Vice President Human Resources reports to the CEO, who has overall responsibility for employment matters at Equinox Gold, with oversight from the Equinox Gold Board. To manage daily workforce responsibilities, each Equinox Gold site has a human resources manager, and each region has a human resources head.



EXPLORE OUR PERFORMANCE AND METRICS

View Equinox Gold's [annual Sustainability Report](#) for our performance indicators relevant to our people and organizational culture.