



## Our Approach

With the goal of being an employer of choice, we provide attractive pay and benefits, have created 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.

### RELEVANT POLICIES

- Code of Conduct and Business Ethics
- Social Responsibility and Human Rights Policy
- Diversity Policy

### Creating Employment Opportunities

Job creation is one of our most important commitments to local communities to support economic development and well-being within the regions where we operate. With more than 20 communities near our eight 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. We are proud that every year almost 100% of our workforce comes from the various countries of our operations and, on average, more than 70% of our workforce 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 the majority of the workforce was made up of contractors (80%), but in 2023 we started hiring for operations and at December 31, 2023, 76% of the workforce was full-time employees. In Brazil, contractors comprise more than half of our workforce (63%), while in the USA, nearly 81% are employees.

## People Development and Engagement

We are committed to helping our people advance their careers by providing a range of tailored educational programs that support new hires to succeed in their roles, and providing established employees opportunities to expand their skill set 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 we 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 of Equinox Gold's 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 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 workforce in the USA and in Canada is not currently unionized. 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 workplace or employment issues that arise and investigate all issues reported through our Whistleblower Hotline.

### EMPLOYEE PROFILE

## Geremias Oliveira

Administrative Assistant  
Aurizona Mine

Growth opportunities and open communication have marked the career trajectory of Geremias Oliveira, who joined the Aurizona Mine as a young apprentice in 2022. He chose Equinox Gold because he perceived the Company as an outstanding place to establish a career. That has proven true, since he completed five months of theoretical classes, followed by six months of practical training in plant administration, before being offered a full-time position.

Geremias says he has received terrific guidance and support from his seasoned co-workers, inspiring him to pursue a production engineering degree. He notes that he's seen how Equinox Gold

offers paths to career growth, citing the promotion of a colleague to a supervisor role and the hiring of several subcontractors as permanent, full-time employees.

Geremias also values the Company's commitment to open communication. For example, the 'Coffee with the General Manager' program enables 10 employees from different levels to take part in candid conversations with management. "This breaks down perceived barriers and helps you see that hierarchies are not genuine obstacles to sharing ideas around here. It shows me that each of us is respected and our opinions are valued."

