

Our Performance in 2023

45.26

average hours of training per employee

99%

employees from within country of operation

19%

representation of women in executive and senior management positions

Key Highlights

- Delivered more than 167,000 hours of training, averaging 45.26 hours per employee
- Launched a leadership academy in Brazil to help employees advance into senior positions
- 64.5% of eligible employees participated in our share ownership plan to further the Company's culture of share ownership
- Achieved 11% representation of women across our workforce and 19% in executive and senior management positions
- Continued to support Brazil's Young Apprentice and Intern Programs, welcoming 83 students (55 female) in 2023

CASE STUDY

Helping Women Connect Heritage with Economic Opportunity

Across Brazil, Equinox Gold is involved in ground-breaking training programs for women that help preserve the country's cultural heritage and also reflect the United Nations Sustainable Development Goals of gender equality, education and economic growth.

Through Mulheres em Foco (Women in Focus), young women between the ages of 15 and 29 can participate in photography classes that teach them theory and technical skills, as well as techniques to support heritage preservation and restoration. These capabilities can open the doors to professional employment, stable income and financial independence. The program is offered in five cities where

Equinox Gold operates and provides up to 600 trainee positions each year, with an emphasis on participants who face social vulnerabilities.

In addition, the Company supported a complementary program, Semente Crioula ("Creole Seed" also known as Seeds of Life/ Seeds of Love), in São Luís in Maranhão State, Brazil, to provide free workshops in photography, video, heritage conservation and restoration to 47 low-income individuals who identify as women of colour or Indigenous. The program included free materials, meals and transportation to participants, and was also recorded to create a 10-part documentary series that will provide online training to other women across the region.



[Watch Video](#)

Training, Development and Engagement

During 2023, we invested more than \$829,000 in employee training. Employees received more than 167,000 hours of training, of which 34% was on health and safety topics.

Both the quantity and quality of our learning and development programs increased in 2023. We continued to provide leadership development training, including one-on-one coaching and team-building exercises, and launched a leadership academy in Brazil. The academy prepares, high-potential employees to assume future leadership roles. Our leadership development

activities in Canada, the USA and Mexico also continued in 2023 and we are increasingly able to fill senior roles with internal candidates who have benefited from this emphasis on leadership development.

Continuing our commitment to employee engagement, our team in Brazil conducted the Employee Pulse Survey (2022: GPTW Employee Survey). In 2023, we invited 1,601 Brazil employees to participate, and we received responses from 1,555 (more than 97% response rate). The survey consisted of 29 closed-end questions aiming to assess

aspects like credibility, respect, impartiality, friendship and pride, and two open-ended questions asking respondents to identify what makes Equinox Gold an excellent place to work and how we can further improve our workplace.

The survey allowed participants to provide their perception of both their respective departments and the Company. Our Brazil Human Resources team has been working on the feedback provided by our employees to improve our work environment day by day.

Equity, Diversity and Inclusion

During 2023, we engaged with a third party to help us develop a formal EDI Strategy that will be the basis for subsequent action plans to guide our efforts across the Company. In evaluating our EDI performance, we measure and monitor a number of key indicators based on available Equinox Gold workforce data.

- Currently, women comprise 19% of our executive and senior management team.
- During 2023, 2 of 8 directors on our Board were female. Another woman has been presented as a director nominee; if her nomination is approved at the 2024 Annual Meeting of Shareholders, female representation will increase to 3 out of 9 directors.
- Women comprised 11% of our total workforce in 2023 (2022: 10%), including employees and contractors. Considering only our employees, women represented 15% across the Company (2022: 14%). The percentage of female

employees at each of our mine sites varies significantly, which is often a reflection of cultural norms in the areas where we operate.

We have begun to gather the necessary data to track gender diversity and compensation by job category. For example, our Brazilian and Mexican compensations systems now use a common pay band evaluation methodology, so comparisons by pay level and job title will be possible in the future and centralized gender data can be compiled. These steps will help us identify possible barriers to greater female representation in certain job categories and make plans to address business processes to encourage more balanced representation.

To provide employees of all genders a chance to balance family responsibilities with their careers, we offer paid parental leave. In 2023, a total of 95 employees within our organization took parental leave. The employees who took parental

leave were 22% female employees and 78% male employees. Our local sites also took a number of actions during the year to enhance EDI. For example, in Brazil we initiated reimbursement for childcare expenses to our employees, enabling parents to return to the workforce. Fazenda Mine launched an industrial machine maintenance course specifically designed for women, with the objective of empowering and encouraging women to pursue careers in the field of industrial machine maintenance.

During 2023, we received 44 reports of inappropriate or unfair treatment through the Whistleblower Hotline (2022: 36¹). Each report was investigated and, where substantiated, appropriate action was taken. The Whistleblower Hotline provides an anonymous way for employees to register a complaint without fear of reprisal.

¹ In our 2022 ESG Report, we published a total of 34; however, the number of reports was revised to 36 based on a reclassification review.

2023 Workforce Profile¹

¹ As of December 31, 2023.

3,692
employees

4,384
contractors

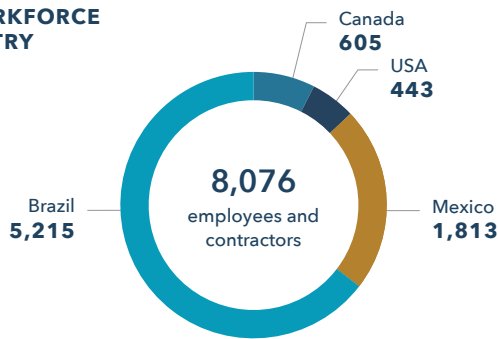
15%
female employees

99%
of employees from within
country of operation

72%
of employees lived in local
communities and areas of
influence

72%
unionized employees

2023 WORKFORCE BY COUNTRY

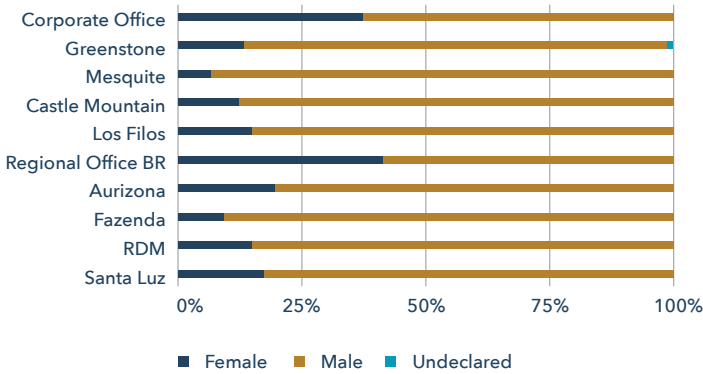


Strengthening HR Programs for Employees

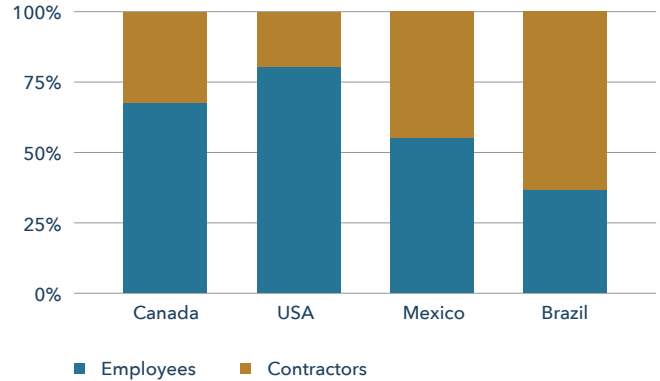
Equinox Gold leaders from our Human Resources, Health, Safety & Environment, and Risk Management groups were among the departments that came together from across our operations to develop united Company-wide strategies in 2023. For example, the HR Strategy Workshop in Vancouver (pictured) focused on developing long-term workforce plans to strengthen HR program delivery and enhance our employee experience.



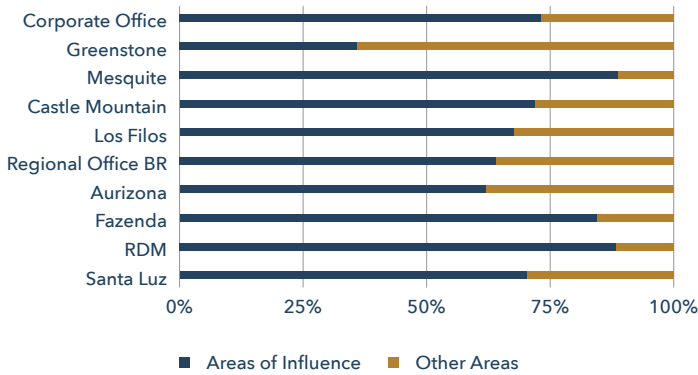
2023 PERCENTAGE OF EMPLOYEES BY GENDER BY SITE



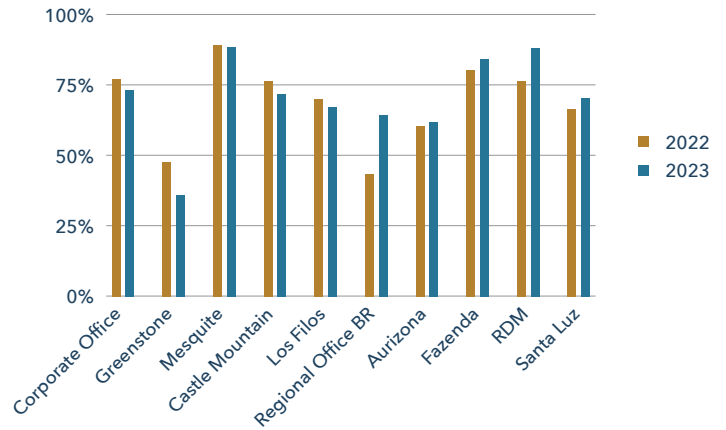
2022 AND 2023 PERCENTAGE OF EMPLOYEES AND CONTRACTORS BY COUNTRY



2023 PERCENTAGE OF LOCAL¹ EMPLOYEES BY SITE



2022 AND 2023 PERCENTAGE OF LOCAL¹ EMPLOYMENT BY SITE



¹ Local area of influence defined as:

- 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, and Nakina

The Vancouver Corporate office is a multicultural and inclusive workplace that values the contributions of its diverse staff. The office has a total of 64 employees, who come from 21 different countries. The following is a breakdown of the office's diversity by country of origin.

