Department Responsible	Date Approved
Site Services	September 23, 2025
	Review Date
All Valentine Gold Employees Including Contractors	September 23, 2028

DOCUMENT #:	**EQX-VGM-1518-82-PLN-0001**
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TRAFFIC MANAGEMENT PLAN

REVISION HISTORY

REV NO.	DESCRIPTION OF CHANGE	COLLATOR	APPROVER
0	Initial	Krista Thompson	Matt Hynes
1	Updated Policy	Todd Conway	Terry Compton
2	Revised Policy	Jolene Grimes	Terry Compton

1. PURPOSE

The purpose of this Traffic Management Plan is to define the mandatory controls governing vehicle and mobile equipment movement at the Valentine Gold Mine (VGM). This plan establishes the standards for road management, traffic control, access systems, communication protocols, weather-related travel restrictions, driver conduct, and personnel transportation. These controls ensure consistent compliance with applicable legislation and company requirements while supporting safe operations and minimizing environmental and operational risk.

2. SCOPE

This Traffic Management Plan applies to all vehicle and mobile equipment operations conducted on VGM-managed roads, including the main access road from Millertown, all internal site roads, parking areas, and controlled access points. The requirements set out in this plan apply to all Equinox Gold employees, contractors, and visitors and must be followed in conjunction with applicable provincial legislation, site procedures, and company standards.

2.1 Exclusions and Limitations

This Traffic Management Plan applies only to areas, roadways, and traffic activities that fall under the control and management of VGM. Public highways, municipal roads, and any other transportation infrastructure outside of Equinox Gold's jurisdiction remain the responsibility of the Government of Newfoundland and Labrador under the Highway Traffic Act.

Although these public routes may be used for travel to and from the site, Equinox Gold does not assume responsibility for their maintenance, signage, or external traffic control measures. All drivers operating on public roads are required to comply with applicable provincial laws, vehicle regulations, and road safety requirements.

3. ROAD NETWORK AND ACCESS

The Valentine Gold Mine is accessed by a combination of provincial and privately managed roads that support the movement of personnel, contractors, materials, and equipment. The road network includes Route 370 (Buchans Highway), the Millertown Highway, and the VGM Main Access Road extending south from the Town of Millertown to the mine site.

3.1 Route 370 – Buchans Highway

Route 370 is a two-lane, undivided rural highway maintained by the Province of Newfoundland and Labrador, with a posted speed limit of 80 km/h. This highway connects the Trans-Canada Highway at Badger to Buchans Junction and provides the primary link between provincial road infrastructure and the VGM access corridor. The route is suitable for commercial and industrial vehicle traffic and supports the transportation demands associated with site operations.

3.2 Millertown Highway

The Millertown Highway extends approximately 6 kilometres southwest from Buchans Junction to Millertown. It is a two-lane, undivided public road with a posted speed limit of 50 km/h. This segment forms the transition from provincial road infrastructure to the privately maintained VGM Main Access Road.

3.3 Main Access Road (KM 0 – KM 82)

The Main Access Road begins in Millertown and extends approximately 82 kilometres to the Valentine Gold Mine site. The first 8 kilometres of roadway are maintained by the Province of Newfoundland and Labrador, while Equinox Gold maintains and upgrades the remaining 74 kilometres under provincial approval.

The road is a gravel-surfaced industrial route with an approximate 6-metre driving surface and an 8-metre total width. Cross-drainage culverts are installed as required and in accordance with Newfoundland and Labrador Department of Transportation and Infrastructure (NL DTI) design standards. Unless otherwise posted, the maximum speed limit is 60 km/h.

Signage along the route includes speed limits, hazard warnings, curve advisories, road-narrowing indicators, and kilometre markers installed every two kilometres to support navigation, communication, and emergency response.

Public access is maintained to the Victoria Lake Reservoir, and the road also serves as an access route for NL Hydro. During road maintenance or upgrade activities, one lane will remain open wherever possible. If full closures are required, appropriate scheduling, signage, and public notifications will be issued to minimize disruption.

3.4 Site Auxiliary Roads

Site auxiliary roads connect operational and support facilities, including the accommodations complex, process plant, mine equipment maintenance (MEM) shop, emulsion plant, security gatehouse, communications tower, and other infrastructure. These roads are maintained by Site Services and the designated road maintenance contractor.

Speed limits on auxiliary roads are 20 km/h in pedestrian-interaction zones, such as the accommodations and MEM areas, and 40 km/h in other general site areas unless otherwise posted. Snow clearing, sanding, grading, and dust-suppression activities are performed on a continual basis to ensure safe operating conditions.

4. TRAFFIC CONTROL AND MANAGEMENT

Traffic management at VGM ensures that all vehicle and mobile equipment movements on site and along the main access road are conducted safely, efficiently, and in compliance with applicable legislation and company standards. This section outlines the controls in place for traffic flow, signage, speed management, and parking to reduce risks to personnel, equipment, and the environment.

4.1 Traffic Flow and Signage

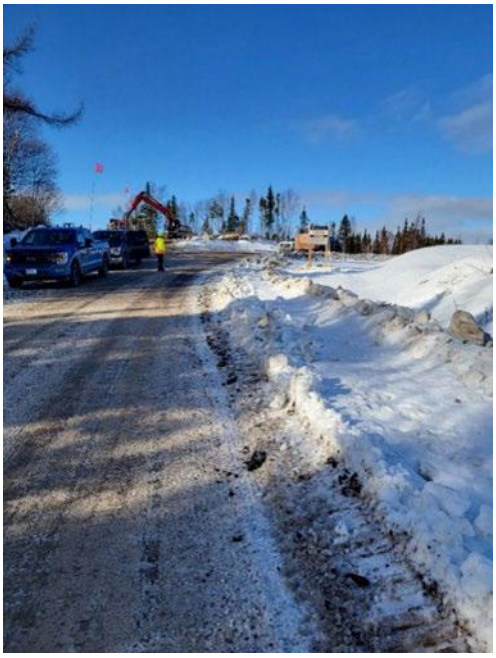
Vehicle movement throughout the site follows a right-hand drive system consistent with provincial road standards. Traffic routes are defined using standardized signage, road markings, delineators, and, where required, barriers or berms to separate vehicle and pedestrian areas.

Permanent signage is installed and maintained in accordance with Newfoundland and Labrador Department of Transportation and Infrastructure (NL DTI) standards. Typical signage includes:

- Posted speed limits appropriate to road type and conditions
- *Stop, Yield,* and *Caution – Heavy Equipment* signs

- *Curve Ahead, Road Narrows,* and *Soft Shoulder* warnings
- Radio call zone markers identifying required communication points
- Directional signs to site facilities and access routes

Temporary signage will be installed as required to support road construction, maintenance activities, or changes to established traffic patterns.





Figures 1,2 and 3 - Sign Examples - Main Access Road (KM 48-82)

4.2 Speed Limits

Posted speed limits represent the **maximum permissible speeds under ideal conditions**. All drivers are required to reduce speed as necessary in response to weather, visibility, traffic volumes, road surface conditions, or the presence of pedestrians or mobile equipment. Failure to comply with posted limits or to drive appropriately for conditions may result in disciplinary action, including the revocation of site driving privileges.

Area / Road Type	Maximum Speed Limit
Camp, building, and parking areas	**20 km/h**
Site-controlled gravel roads	**40 km/h**
Main access road and Site Roads	**60 km/h reduced to 30km/h during caribou migration. (See Caribou Wildlife Traffic SOP)**

Site Services may implement temporary speed reductions when road conditions, visibility, or operational activities present elevated risk. Temporary limits must be obeyed at all times.



Figure 4 - Sign Layout-Main Access Road (KM 48-82)

4.3 Temporary Traffic Control (Construction and Maintenance)

When roadwork, upgrades, or maintenance activities are conducted, temporary traffic control measures will be implemented to maintain safe operations. Where practicable, one lane will remain open to traffic. Warning signs will be placed at appropriate distances from the work zone to alert approaching drivers.

Traffic controllers or flag personnel will be deployed when visibility is limited, when alternating one-lane traffic is required, or when additional control is necessary to manage vehicle movement. In situations requiring full road closures, Site Services will coordinate scheduling to minimize disruption and will communicate closure times and detour information as outlined in Section 8 – Communication and Notification Protocols.

All construction and maintenance zones will be clearly delineated, and temporary signage will remain in place until the road has been inspected and deemed safe for unrestricted use.

4.4 Parking Areas – Design and Controls

Parking areas are to be situated on level ground where feasible and must be designed to minimize vehicle interaction hazards and pedestrian risks. Parking area design and control measures include:

- Separation of light-vehicle and heavy-vehicle parking areas
- Adequate lighting for low-visibility or nighttime conditions
- Clearly marked entry and exit points
- Use of barriers or rails for single-row parking where required
- Designated pedestrian walkways, where applicable, to separate foot traffic from vehicle movement

4.5 Dust Control

Dust generation from vehicle traffic and road maintenance activities presents both safety and environmental risks at the Valentine Gold Mine. Dust can impair visibility, create unsafe driving conditions, and impact nearby watercourses and vegetation. The following controls are implemented to manage dust-related hazards:

- **Road Watering and Suppression:**
  Road maintenance personnel will apply water to high-traffic areas and along the main access road as required, particularly during dry and windy conditions.
- **Use of Calcium Chloride:**
  Calcium chloride will be applied twice per year between KM 30 and KM 38, or in other high-risk dust areas as identified by Site Services or the Road Maintenance Contractor.
- **Speed Management:**
  Drivers must adhere to posted speed limits and reduce speed when dust limits visibility. Supervisors may implement temporary speed reductions when conditions warrant.
- **Equipment Maintenance:**
  Construction and mobile equipment must be equipped with effective muffler systems to limit noise emissions and reduce vibration-related dust generation.
- **Monitoring and Recordkeeping:**
  Site Services and the Road Maintenance Contractor will monitor road conditions daily and document all dust control activities. Records will be retained to demonstrate compliance with the Environmental Protection Plan and applicable operating permits.

4.6 Environmental Protection Measures

Equinox Gold is committed to minimizing environmental impacts associated with traffic operations and vehicle movement at the Valentine Gold Mine. All road use, maintenance, and vehicle operation activities must be conducted in a manner that protects surrounding land, water, air, and wildlife resources.

These controls are implemented in alignment with, and in support of, the site's **Wildlife Plan, Environmental Protection Plan,** and **Waste Management Plan**. Requirements specific to wildlife encounters and collision reporting are outlined in Section 4.7 – Wildlife Collisions and must be followed at all times.

5. TRAFFIC MANAGEMENT AND MITIGATION MEASURES

This section outlines the control measures implemented to mitigate traffic-related risks and maintain safe operating conditions under variable environmental, weather, and road circumstances.

5.1 Proactive Measures for Inclement Weather

The Management Team will monitor weather forecasts, advisories, and warnings that may impact road safety or require temporary travel restrictions. When conditions indicate a high likelihood of affecting the safe movement of vehicles, timely notifications will be issued to site personnel.

Equinox VGM uses a **Trigger Action Response Plan (TARP)** to guide decision-making during adverse weather events. The **Equinox VGM Winter Storm Standard** establishes Weather Grades (A/B/C/D) and outlines the corresponding operational actions required when winter weather conditions deteriorate or create unsafe travel conditions on the main access road.

The Mine Superintendent or Supervisors are responsible for communicating weather and road condition updates to Security via radio, telephone, or toolbox meetings. Direction to restrict or adjust travel will be provided in accordance with the Winter Storm Standard.

Weather conditions that may trigger controls include severe rain, hail, fog, heavy snowfall, freezing rain, and icy road surfaces. During winter months, **24-hour snow clearing** on the main access road will be completed by the contracted snow clearing provider to maintain safe and reliable access to the site.

5.2 Winter Storm Standard

The Mine Operations Department is responsible for maintaining and updating the Winter Storm Standard, as this group continuously monitors weather and site conditions. The Winter Storm Standard (Appendix B) outlines the actions required as weather conditions deteriorate and assigns the appropriate Weather Grade (A/B/C/D) to guide operational decision-making. All personnel must comply with the requirements of the Winter Storm Standard when winter weather impacts travel or site operations.

5.3 Code of Conduct for Drivers

All drivers operating vehicles or mobile equipment under Equinox VGM authority must adhere to the following Code of Conduct:

- Comply with all Newfoundland and Labrador Department of Transportation and Infrastructure (NL DTI) road rules and vehicle regulations.
- Operate in full compliance with this Traffic Management Plan.
- Respect the rights of other drivers, pedestrians, and road users.
- Maintain a safe following distance at all times.
- Ensure the vehicle is clean, inspected, and in good mechanical condition before use.
- Follow designated access routes and established traffic patterns while travelling to and within the site.

These requirements support safe vehicle operation and ensure consistent adherence to company and regulatory standards.

6. VEHICLE OPERATION AND SAFETY REQUIREMENTS

The safe operation of vehicles and mobile equipment is essential to protecting personnel, equipment, and infrastructure at the Valentine Gold Mine. This section establishes the minimum requirements for vehicle access, operation, inspection, maintenance, and driver conduct, as well as associated communication standards.

All Light Vehicles designated for site-only use must have their license plates removed upon entry to site. These vehicles are restricted to on-site use and are not permitted to travel off-site.
Only Light Vehicles authorized for off-site travel will be fitted with valid license plates. Off-site authorization will be issued and controlled by site management.

6.1 Authority to Operate Vehicles and Mobile Equipment

Only trained and authorized personnel may operate vehicles or mobile equipment at VGM. No person shall drive a vehicle or operate mobile equipment unless they:

- Hold a current Canadian (or equivalent) driver's license appropriate for the class of vehicle.
- Have completed all required site general and area-specific driving training.
- Have been authorized and deemed competent by their supervisor or the HSET Department.

All personnel operating vehicles on or off site under VGM authority must comply with the following minimum requirements:

- Do not operate a vehicle under the influence of alcohol or drugs (as per Equinox Gold's Alcohol and Drug Policy).
- Drive as close as practicable to the right side of any road.
- Maintain a safe following distance, including a minimum of 50 metres from mobile equipment.
- Ensure required flashing lights or beacons are activated when travelling on site or on the site access road.
- Do not use mobile devices while the vehicle is in motion.
- Do not transport passengers unless the vehicle is equipped with a seat and a functional seat belt for each occupant.
- Keep vehicle cabins clean, free of debris, and in good order.
- Smoking is prohibited in all vehicles and mobile equipment.
- Ensure body parts remain inside the vehicle at all times while in transit.
- Drive to conditions, adjusting speed and following distance for weather, visibility, traffic, or road surface conditions.
- Secure all loads in truck beds and vehicle cabins to prevent shifting during travel.

6.2 Vehicle Identification and Equipment Standards

All light vehicles and mobile equipment operating at the Valentine Gold Mine must meet the following minimum identification and safety equipment requirements:

Equipment Requirement	Standard / Description
Vehicle Identification	Vehicle/equipment number must be displayed on both sides and on the rear, clearly legible from a distance of at least 50 metres (e.g., LV302)

Equipment Requirement	Standard / Description
Company Identification	The company name or logo must be displayed on both sides of the vehicle and must be legible from a distance of at least 50 metres.
Beacon Light (Top Flasher)	Amber rotating, strobe, or LED beacon meeting SAE J845 Class 2 standards, providing 360° visibility. The beacon must be activated whenever the vehicle is in motion.
Buggy Whip with Blaze Orange Flag	Whip must extend at least 1 metre above the highest point of the vehicle and a minimum of 3.7 metres from ground level. Required for all light vehicles and support equipment operating in mining areas.
Mounted Fire Extinguisher	A 24-inch ABC-rated fire extinguisher must be securely mounted, fully charged, and inspected monthly.
Two-Way Radio	Radio must be configured to site communication channels (e.g., KILO 2) and functionally tested before entering the mining area.
Guarding	All guards and protective devices must be installed, secure, and functional. Only authorized maintenance personnel may remove guards for servicing.

6.3 Vehicle Inspection, Registration, and Maintenance

All vehicles and mobile equipment must be inspected, maintained, and operated in accordance with manufacturer specifications, regulatory requirements, and site procedures.

Pre-Start (Pre-Op) Inspections

A pre-operation inspection (pre-op) must be completed before operating any vehicle or mobile equipment each shift. The operator must:

- Review previous inspection entries and confirm that any identified deficiencies have been corrected.
- Document any new defects or damage and immediately report them to their supervisor.
- Ensure the completed pre-op is submitted to the Equipment Coordinator, who will schedule required maintenance.

Ongoing Maintenance Requirements

- Preventive maintenance will be performed in accordance with a schedule established by the Equipment Coordinator or contractor.
- Vehicles must be kept clean, with particular attention to mirrors, windows, and lighting systems to maintain visibility.
- Any vehicle or equipment found to be defective or unsafe must be removed from service until repairs are completed and the unit is deemed safe to operate.

Compliance Verification

Security and Mine Operations may conduct random inspections of vehicles entering or operating on site to verify compliance with vehicle identification, lighting, safety equipment, and maintenance requirements.

6.4 Vehicle Permits/Oversized Loads

Heavy vehicle movements must comply with posted load limits for all routes used. Where possible, loads must be broken down to remain within allowable dimensions and weight limits. If transporting an oversized or over-dimensioned load is unavoidable, a review of the intended haul route will be conducted to confirm feasibility and identify required controls.

Potential impacts to infrastructure (such as roads, bridges, culverts, or confined areas) will be assessed and addressed through physical improvements or by scheduling transport during periods of low traffic volume. All required permits must be obtained prior to transport, and relevant communities, regulatory bodies, and affected stakeholders must be notified in advance.

A traffic control plan will be developed for each oversized load movement. The plan will describe the methods used to control traffic around or adjacent to the load and may include:

- Use of pilot and trailing vehicles
- Vehicle-mounted traffic control signage
- Temporary road closures or alternating traffic patterns
- Communication procedures for equipment operators and escort personnel

Oversized loads must not be transported without the required approvals and controls in place.

6.5 Managing Driver Fatigue

Fatigue is a significant risk factor in vehicle and mobile equipment operation. At VGM, fatigue-related risks for shift workers are managed through the mandatory shuttle bus system and the availability of on-site accommodations. However, situations may arise in which personnel, particularly contractors or consultants, must drive themselves to or from site.

All personnel must receive fatigue awareness training as part of the site orientation program. Contractors who require self-driving privileges must submit a Fatigue Management Plan to Site Services prior to arriving on site. This plan must outline the controls the contractor will implement to manage fatigue risks for their personnel.

Drivers are responsible for ensuring they are fit for duty and must not operate a vehicle when fatigued or otherwise impaired.

6.6 Refueling Station Requirements

Fueling activities at the Valentine Gold Mine must be conducted only at designated, approved fueling stations. These areas are designed to minimize safety risks, prevent vehicle collisions, and ensure compliance with site environmental and fire protection requirements.

All fueling stations must meet the following minimum standards:

- **Lighting:** Adequate artificial lighting must be provided to ensure safe refueling during hours of darkness or low visibility.
- **Physical Protection:** Barriers, berms, or other protective structures must be installed to prevent accidental vehicle contact with the fueling equipment.
- **Fire Protection:** The fueling area must be equipped with appropriate firefighting equipment, including a Red Line Wheeled Extinguisher (Model 150-D) or equivalent, maintained in accordance with site fire safety requirements.
- **Safety Signage:** Required signage, including *No Smoking, Flammable Material*, and *Transportation of Dangerous Goods* (TDG) identifiers, must be clearly posted and visible at all times.
- **Operational Requirements**: Only trained and authorized personnel may conduct refueling operations. Engines must be shut off during fueling, and all ignition sources are strictly prohibited within the posted exclusion zone.

Environmental requirements related to spill response and fuel management are addressed in the Environmental Protection Plan and must be followed in conjunction with this section.

6.7 Pedestrian and Community Safety Requirements

Vehicle traffic associated with VGM may pass through Millertown, Buchans Junction, and other nearby communities. Increased traffic volumes and larger vehicle types can elevate public safety risks. Drivers travelling through these areas must operate responsibly, comply with all posted speed limits, and yield to pedestrians and other vulnerable road users such as cyclists, ATV users, and snowmobile operators. Drivers must reduce vehicle speed in the presence of pedestrians or when visibility is limited.

To promote courteous and safe driving in community areas, drivers must:

- Limit the use of fog lights and high beams to appropriate conditions.
- Avoid the unnecessary use of compression brakes.
- Use designated drop-off and pick-up areas and ensure these areas remain safe and unobstructed.
- Remain alert to the presence of pedestrians, cyclists, and other community road users.

Equinox VGM may conduct periodic enforcement campaigns to promote compliance and address concerns raised by community members. Reports of unsafe driving, speeding, or failure to follow community safety requirements will be investigated, and confirmed violations may result in disciplinary action.

7. COMMUNICATION AND NOTIFICATION PROTOCOLS

Effective communication is essential for maintaining safe traffic operations at the Valentine Gold Mine. All drivers and equipment operators must maintain reliable two-way communication with Security and other road users when travelling within the site boundary or on the Main Access Road. Consistent communication supports the safe coordination of vehicle movements, enables timely emergency

response, and ensures that personnel receive current information regarding road conditions and access restrictions.

All vehicles must be equipped with a functional UHF two-way radio tuned to **KILO 2**, which is the designated channel for road coordination and safety-related communication.

7.1 Main Access Road Communication Requirements

Mandatory radio call points are in place along the Main Access Road. Drivers must call each posted kilometre marker while travelling inbound or outbound on Channel KILO 2. Kilometre markers are installed every 2 kilometres to support consistent communication, assist in locating vehicles during breakdowns or incidents, and enable Security to monitor vehicle progression during adverse weather or low visibility.

Drivers must make clear and positive radio calls at each kilometre marker using the following format:

- “Inbound KILO 2, passing kilometre [##].”
- “Outbound KILO 2, passing kilometre [##].”

7.2 General Radio Use

All personnel operating vehicles or mobile equipment must use the site radio system in a manner that supports safe, efficient, and reliable communication. Drivers must:

- Maintain brief, professional, and clear communication at all times.
- Avoid unnecessary radio chatter that could interfere with critical transmissions.
- Identify themselves using their call sign or vehicle number during all communications.
- Report any radio interference immediately and contact Security through alternate channels or satellite phone if available.

7.3 Emergency Radio Protocol

If a hazard or incident occurs on the road, drivers must follow the established emergency communication procedure:

1. Transmit “Emergency, Emergency, Emergency” on Channel KILO 2.
2. Clearly state your location, direction of travel, and nature of the emergency.
3. Remain at the scene, if it is safe to do so, until Security or emergency responders arrive and assume control.

7.4 Incident and Emergency Communication

In the event of a road incident, vehicle fire, or obstruction, the following communication procedures must be followed:

1. The driver or first responder must immediately contact Security on Channel KILO 2 and provide the exact kilometre location and nature of the incident.
2. Security will initiate emergency response procedures and dispatch the appropriate personnel and resources.
3. The affected road section will be closed or controlled until the hazard has been removed and it is safe to resume travel.

4. Security will issue a road-condition update or an “All Clear” through a site-wide All-Call once the road is reopened.

All incidents must be logged by Security and reviewed during the next Safety meeting to identify corrective or preventative actions.

7.5 Weather and Road Condition Notifications

VGM maintains an internal Weather Grading and Notification System as outlined in the Winter Storm Standard (Appendix B). Security and Site Services are jointly responsible for monitoring weather conditions, issuing road condition updates, and implementing travel restrictions when required. Security will communicate deteriorating or improving conditions through site-wide All-Calls on the radio network.

Each weather grade (A through D) specifies the operational restrictions, maintenance requirements, and communication expectations associated with current or forecasted conditions.

During severe weather conditions, classified as Grades C or D:

- Only essential travel is permitted.
- Drivers must make positive call-ins before travelling on mine or access roads.
- Security will monitor radio traffic to confirm safe vehicle progression between kilometre markers.

These measures ensure controlled and safe vehicle movement during adverse weather events.

7.6 Public and Community Notification

Equinox Gold is committed to proactive communication with nearby communities and resource users regarding road conditions and planned maintenance on the Main Access Road. Public notifications will be coordinated by the Site Services Manager in consultation with Security and the Environmental Department.

Notifications will be issued when:

- Road maintenance or upgrades require single-lane operation or may result in extended travel delays.
- Full road closures are scheduled for bridge, culvert, or resurfacing work.
- Oversized loads or heavy-haul movements may affect travel times or access.

Notification methods may include:

- Direct written notices to affected cabin owners and outfitters along the access road.
- Email notifications to the Town of Millertown and Buchans Junction.
- Local radio announcements outlining timing, expected impacts, and any alternate access where applicable.
- Updates posted on the Equinox Gold website and internal bulletin boards.

Public notices will be issued at least 48 hours in advance of scheduled work and updated as required

during ongoing maintenance activities.

8. LIGHT VEHICLE ACCESS AND PASS MANAGEMENT

All light vehicles entering or exiting the Valentine Gold Mine must pass through the Main Security Gate and display a valid Vehicle Pass issued by Security. The vehicle pass system ensures that only authorized and properly equipped vehicles access controlled areas for safety and security purposes.

8.1 Application and Approval

The following process applies to all Light Vehicle Pass requests:

1. The driver completes a Light Vehicle Pass Request Form and obtains approval from their Department Manager.
2. Security verifies the information provided and confirms vehicle compliance with site requirements, including identification markings, beacon light, buggy whip if applicable, mounted fire extinguisher, and functional two-way radio.
3. Security assigns a numbered pass with a defined expiry date and records the pass number, vehicle unit number, company name, and expiry in the Vehicle Pass Register.

8.2 Display, Validity, and Return

Drivers must comply with the following requirements:

- The vehicle pass must remain clearly visible on the dashboard or windshield at all times while on site.
- Passes are valid only for the period indicated and must be renewed before expiry.
- Expired, surrendered, or revoked passes must be returned to Security immediately.
- Contractors must return all issued vehicle passes prior to demobilization from site.

8.3 Auditing and Compliance Monitoring

To ensure system integrity, Security will:

- Conduct monthly audits of active vehicle passes to verify validity, identify expiring credentials, and recover outstanding passes.
- Document audit findings in the Monthly Vehicle Access Report and retain records in accordance with document control requirements.
- Conduct random inspections at the Security Gate and within the site to verify pass display and compliance with vehicle equipment standards.

8.4 Minimum Light Vehicle Equipment for Access

All light vehicles must meet the identification and equipment standards outlined in Section 6.2 Vehicle Identification and Equipment Standards before a pass will be issued.

8.5 Enforcement

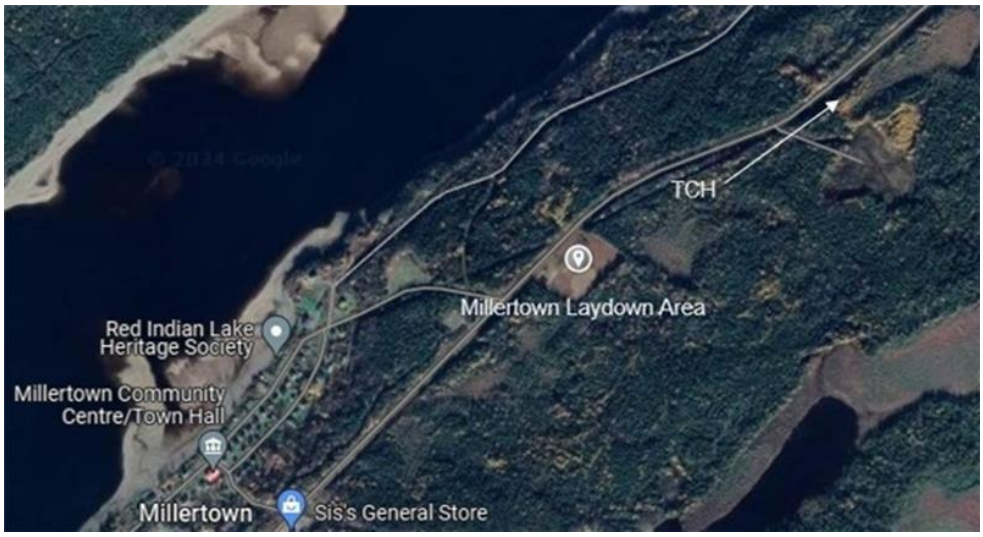
Security may deny entry for any non-compliance Vehicles. All violations will be logged and retained for follow-up action.

9. SITE TRANSPORTATION AND PARKING

Equinox VGM operates a mandatory bus transportation system to manage the two-hour commute from Millertown to the Valentine Gold Mine. This system reduces personal vehicle traffic on the Main Access Road, mitigates travel-related safety risks, and ensures consistent and controlled access to the site. This section outlines requirements for personnel transportation, designated bus locations, and vehicle parking on site.

9.1 Millertown Laydown

The Millertown Laydown Yard is the primary designated pick-up location for inbound bus transportation to the Valentine Gold Mine. The parking area is located on the left side of the road immediately before entering Millertown and is clearly marked with Equinox Gold signage. Personnel must park only in designated areas and follow posted instructions to maintain safe bus loading and traffic flow.



9.2 VGM Bus Transportation System

The travel time from the Millertown Laydown Yard to the mine site is approximately two hours. To reduce traffic volumes and limit personal vehicle use on the Main Access Road, all personnel are required to use the mandatory bus transportation system when traveling to and from site.

Buses transport workers from the Millertown Laydown Yard, and from designated overflow areas when required, to the mine site at the start of their rotation. Return transportation is provided at the end of the rotation.

Seat belts are mandatory for all passengers on inbound and outbound trips. During transit, buses must yield the right-of-way to heavy equipment by pulling over and stopping completely. The exception is when positive radio communication has been established, confirming that the heavy equipment operator has safely pulled over and the bus may continue.

9.3 Bus Stops on Site

Busing is the primary mode of transportation for workers accessing the site. Upon arrival, buses drop personnel at the camp for check-in. When departing the site, buses stop at the following designated pick-up location:

- Mine Dry
- Mill Dry
- Camp
- Maintenance Shop

Personnel must be present at their designated pick-up location prior to scheduled departure times to ensure orderly and timely loading.



9.4 Parking on Site

All approved light vehicles must park in the designated parking area on the east side of the camp. Only this designated area may be used for on-site parking. Reverse (back-in) parking is mandatory,



where conditions allow, to improve visibility and reduce the risk of collisions. Vehicles parked outside the designated east parking lot may result in the loss of site driving privileges.

10. SECURITY GATE ACCESS

All personnel and vehicles entering or exiting the Valentine Gold Mine must do so through the Security Access Gate located at kilometre 75. This gate serves as the single controlled access point for the site and is equipped with an automated scanning system designed to ensure safe, efficient traffic flow and compliance with security requirements.

10.1 Gate Location and Traffic Requirements

- The Security Access Gate is located at kilometre 75 on the Main Access Road.
- All traffic must follow a single-lane queue when approaching the gate.
- Drivers must remain inside their vehicles while the scanning process is completed.
- Vehicles may only proceed when the control arm lifts, indicating successful card validation.

10.2 Vehicle Access Scanning Procedure

An automated access control system manages entry and exits at the gate. Drivers must follow the procedure below:

1. Approach the gate slowly and remain in the designated queue.
2. Stay inside your vehicle at all times.
3. Present the access card to the scanner located directly before the control arm.
4. When the card is recognized, the control arm will rise to allow entry or exit.
5. If the scan is unsuccessful:
    - Follow instructions provided by Security.
    - You may be instructed to pull aside for card verification or replacement.

10.3 Bus Passenger Access Procedures

Shift buses follow a dedicated process to minimize delays and improve access efficiency.

- Passengers must remain seated while Security boards the bus to complete card scans using handheld scanners.
- Passengers must have their access card ready and visible for scanning.

If a passenger does not have a valid access card:

- The passenger will be required to exit the bus and accompany Security to complete the card issuance process.
- Once the card is issued, the individual’s supervisor is responsible for arranging transportation to camp.
- Buses will continue on schedule and will not wait for individual access issues.

10.4 Access Card Requirements

All individuals entering the Valentine Gold Mine site must possess a valid Equinox-branded access card.

Equinox Employees

- Cards are distributed by the applicable Department Manager.
- Employees who have not received an access card must notify their supervisor, who will contact Site Services at VGMSiteservices@equinoxgold.com.

Contractors

- Access cards may be issued at the KM 75 Security Gate.
- If a contractor arrives without a card:
    - They will be instructed to pull out of the queue and park as directed.
    - Security will collect the required information, take a photo, and create the access card.
    - The completed card will be available for pickup at the gate.

11. MATERIALS GATE PASS

Any material entering or leaving the Valentine Gold Mine including slip tanks must be accompanied by a completed Materials Gate Pass. This control document is used to track the movement of materials, equipment, and goods for the purposes of safeguarding company assets, preventing theft, maintaining accurate inventory records, and ensuring compliance with site safety and security requirements.

11.1 Process Steps

Step 1: Request Initiation

- The requesting party completes the Material Gate Pass.
- The form must include material details such as description, quantity, serial number if applicable, reason for movement, and destination.

Step 2: Approval

- The request must be reviewed and approved by the relevant Superintendent or Manager.
- High-value or sensitive items may require additional approval from Senior Management.

Step 3: Security Verification (at Gate)

- Security verifies the gate pass for proper authorization and confirms the material matches the listed details.
- For outward movements, Security must ensure all required signatures and approvals are present.
- Security records the transaction in the Material Movement Register.

Step 4: Dispatch or Receipt

- The material may exit or enter the site once verified by Security.
- A copy of the gate pass remains with Security; the requesting department retains the second copy.

11.2 Records and Control

- All gate passes must be sequentially numbered and logged.
- Security retains completed gate passes in accordance with site recordkeeping requirements.
- Any discrepancies identified during verification must be reported immediately to Site Services.

12. ROLES AND RESPONSIBILITIES

Effective implementation of this Traffic Management Plan requires clear definition of roles, responsibilities, and accountability. The following responsibilities apply to departments and personnel involved in traffic management, road maintenance, vehicle access, transportation systems, and overall site mobility at the Valentine Gold Mine.

12.1 General Responsibilities

All personnel, including employees and contractors, must:

- Comply with the Traffic Management Plan, Light Vehicle Access requirements, and all site Health, Safety, and Environmental policies.
- Hold a valid driver's license appropriate for the vehicle or equipment being operated.
- Complete all required site-specific driving, safety, and environmental awareness training.
- Operate vehicles in a safe manner and ensure they are clean, inspected, and compliant with site requirements.
- Report all incidents, near misses, or unsafe conditions immediately to their supervisor and Security.

12.2 Site Services

Site Services is responsible for:

- Maintaining the Main Access Road and internal site roads in a safe and serviceable condition.
- Coordinating snow clearing, sanding, dust suppression, and road grading activities with the Road Maintenance Contractor.
- Installing and maintaining road signage, kilometre markers, and barricades.
- Liaising with local communities regarding planned road work, closures, or heavy-haul movements.
- Communicating significant changes in road conditions to Security and Mine Operations.
- Supporting implementation of the Winter Storm Standard.

12.3 Health, Safety, Environment, and Training (HSET) Department

HSET is responsible for:

- Developing and delivering training programs related to safe driving, traffic rules, environmental awareness, and radio communication.
- Conducting periodic audits and inspections to verify compliance with this plan.
- Leading investigations of traffic-related incidents or near misses.
- Tracking incident trends and recommending corrective or preventive actions.
- Coordinating regular reviews and revisions of this Traffic Management Plan in collaboration with Site Services and Mine Operations.

12.4 Environment Department

The Environment Department is responsible for:

- Monitor and verify compliance with environmental requirements related to road maintenance, dust control, wildlife protection, and spill management.
- Conduct field inspections and environmental audits of road activities.
- Maintain records of spills, wildlife interactions, and dust control events.
- Provide technical guidance for watercourse protection, erosion control, and vegetation management.
- Supporting the implementation of caribou protection measures and environmental monitoring plans.

12.5 Security Department

Security is responsible for:

- Administering and controlling vehicle passes for all light vehicles entering or exiting the site.
- Verifying driver identity, authorization, and vehicle compliance at the Security Gate.
- Maintaining vehicle pass registers, access logs, and all associated audit documentation.
- Conducting random inspections of vehicles for compliance with identification, equipment, and access requirements.
- Coordinating notifications and communication during emergency or adverse road conditions.
- Supporting incident reporting related to traffic, wildlife collisions, or spills in coordination with Environment and Site Services.

12.6 Mine Operations Department

The Mine Operations Department is responsible for:

- Monitor road conditions and communicate hazards to Security and Site Services.
- Implement the Winter Storm Standard operational responses.
- Ensure mobile equipment operators follow heavy-equipment interaction rules on site roads.
- Coordinate with Site Services regarding road surface issues affecting mining operations.

12.7 Road Maintenance Contractor

The Road Maintenance Contractor is responsible for:

- Conduct road grading, snow clearing, sanding, and dust suppression as directed by Site Services.

- Report hazardous road conditions immediately to Site Services.
- Maintain equipment used for road maintenance and ensure operators are competent.

12.8 Bus Contractor

The contracted bus service provider is responsible for:

- Ensuring all bus drivers are trained, competent, and familiar with VGM driving routes, radio protocols, and security gate procedures.
- Maintaining all buses in safe operating condition with functional radios, lighting, seat belts, and emergency equipment.
- Complying with all applicable sections of this Traffic Management Plan.
- Immediately reporting incidents, delays, mechanical issues, or unsafe conditions to Security or Site Services.

12.9 Contractors and Subcontractors

All contractors and subcontractors must:

- Comply with all requirements of this Traffic Management Plan and relevant site procedures.
- Ensure all workers operating vehicles or equipment are trained, competent, and authorized for site access.
- Maintain vehicles in good working condition and ensure they meet all identification and equipment standards.
- Report all traffic incidents, vehicle damage, or near misses to their supervisor and Security.

12.10 Supervisors (All Departments)

- Ensure employees under their supervision comply with this plan and complete required training.
- Approve Light Vehicle Pass requests and verify operational need.
- Respond to incidents involving personnel or vehicles in their department.
- Ensure personnel fit for duty, including fatigue management.

13. MITIGATION MEASURES FOR ROUTINE ACTIVITIES

Below describes mitigation measures for VGM traffic activities and summarizes the responsibilities and timing associated with these measures.

Traffic Control Measures	Responsibility	Timing
PLANNING AND DESIGN		
Main access road will be upgraded from KM 0 to KM 82 and capped with granular material meeting maintenance-grade highway specifications. Road width will be 8 m shoulder to shoulder with a 6 m driving surface. Proper ditching and appropriately sized culverts, in accordance with and approved by NL DTI, will be installed.	Site Services	As required
New signage will be installed along the main access road, including speed	Site Services	Ongoing

Traffic Control Measures	Responsibility	Timing
limit signs, “road narrows,” and “curve ahead,” in accordance with and approved by NL DTI.		
Kilometer markers will be installed along the main access road as reference points in the event of a breakdown or accident.	Site Services	As required
Traffic control measures such as permanent entry and exit security gates, barricades (e.g., large boulders or fencing), lighting, and signage (including stop signs) will be used to restrict public access to the mine site.	Site Services	Ongoing
DRIVER TRAINING AND COMPETENCY		
Driving safety training is under development and will form part of the employee orientation program.	HSET	Ongoing
Vehicle operators must hold a valid and appropriate driver’s license for the vehicle being operated.	HSET	Ongoing
PLANNING FOR TRAFFIC ACTIVITIES		
Required permits will be obtained for the transport of mobile and fixed plant equipment to and from the site, as applicable.	HSET	As required
Movement of heavy vehicles will be scheduled to occur outside spring weight-restricted periods, where applicable.	All Departments	As required
Traffic control personnel will be used to manage heavy or oversized loads on access roads.	All Departments	As required
Deliveries will be scheduled to reduce oversized-load traffic on access roads during peak periods and at night.	All Departments	Ongoing
Staff will be transported between designated nearby communities and the mine site using the bus contractor service to limit increases in light-vehicle traffic on local roads and the main access road.	Site Services	Ongoing
Arrivals and departures of employee-related traffic will be scheduled to avoid community peak-traffic hours whenever possible.	All Departments	Ongoing
VGM will liaise with local emergency providers to ensure roles and responsibilities are understood and that resources are available to respond to vehicle accidents.	HSET	Ongoing
VGM will communicate with local communities and service providers regarding traffic scheduling and planned heavy-vehicle movements.	Senior Management Team (SMT)	Ongoing
VGM staff and contractors will receive appropriate vehicle and traffic training and site-specific orientation, including briefings on environmental awareness, legal responsibilities, and traffic regulations.	HSET	Ongoing
Disciplinary measures will be applied for staff or contractors committing traffic offences or breaching company policies and procedures.	HR Manager	As required

Traffic Control Measures	Responsibility	Timing
MONITORING SEVERE WEATHER CONDITIONS AND ROAD NOTIFICATIONS		
Main access roads will be monitored for signs of erosion and maintained in good condition, including grading, ditching to improve water flow, snow clearing, and vegetation removal.	Mine Operations	As required
Dust suppression, such as road watering, will be implemented on the main access road when required.	Site Services/ Road Maintenance Contractor	As required
Construction and mobile equipment must be fitted with effective muffler systems to limit noise emissions.	MEM	Ongoing
Monitoring of Caribou sightings and applying mitigation controls during the Caribou Migration periods spring and fall – speed reduction, traffic reduction, signage, site communications – aligned with site Caribou Protection Environmental Effects Monitoring Plan (CPEEMP)	Environmental Superintendent	Ongoing

14. CONTINUOUS IMPROVEMENT AND PLAN REVIEW

Equinox Gold is committed to maintaining this Traffic Management Plan as a living document that reflects current operational practices, regulatory requirements, and continuous improvement in safety and environmental performance.

This plan will be reviewed and updated as required to incorporate lessons learned, audit and inspection findings, operational changes, and stakeholder feedback. Formal reviews will be conducted at least annually, or sooner if significant changes to operations, legislation, or risk levels occur.

The review process ensures that traffic management controls remain effective, compliant, and aligned with industry best practices. Improvement actions arising from inspections, incident investigations, or audits will be documented within the site's corrective action system. These actions will be evaluated through an appropriate risk assessment process, assigned to responsible departments, and tracked to completion to ensure timely implementation.

14. REVIEW DATE

Date of Next Review: September 23, 2028

APPENDIX A – MATERIAL GATE PASS

EQUINOX GOLD

MATERIAL GATE PASS

Date: _____ Time: _____

Direction (check one): ☐ IN ☐ OUT

Company Information

Company Name: _____

Driver / Representative Name: _____

Contact Number: _____

Vehicle Unit / Plate #: _____

Equipment / Materials Details

Description of Equipment / Materials	Make / Model	Serial #	Quantity	Notes

Reason for Entry / Exit

_____

_____

Authorization

I confirm that the above-listed equipment/materials are approved to enter/exit site as indicated.

EQX Department Superintendent / Manager Name (Print): _____

Signature: _____ Date: _____

Security Use Only

Gate / Location: _____

Security Officer Name (Print): _____

Signature: _____ Time: _____

This gate pass must be completed in full and retained for site records.

APPENDIX B - WINTER STORM STANDARD

Equinox Gold Winter Storm Standard				
Weather Grade	Condition	Site Actions	Site Shutdown	Site Communication
A	**Road Conditions Normal** **No snowfall or visibility concerns**	Maintain all access and haul roads with road maintenance equipment (Grader, Flyer etc.). Sanding of the access roads to be completed as needed. Haul roads are maintained with 2 inches minus as needed.	No	None - normal conditions
B	**Snow accumulating and/or slippery road conditions**	Maintain all mine roads with road maintenance equipment. Ensure sanding of all auxiliary roads and site access roads and the site access roads are maintained; Ensure 2-inch minus is placed on the Haul Roads	No	Request Security make All-Call for Weather Grade B. Security will distribute notification email.
C	**Moderate Snowfall and/or reduced visibility**	Park all non-essential mobile equipment. Only snow clearing equipment and light vehicles permitted on the mine roads. If roads do not benefit from excessive stone, consider changing to Weather Grade D.	No	Request Security make All-Call for Weather Grade C. Security will distribute notification email.
D	**Heavy Snowfall and/or limited Visibility**	Park all Mine Operations equipment. Maintain snow clearing when conditions allow. Primary focus on Emergency Access Roads. If conditions improve, consider changing to Weather Grade C.	Yes	Request Security make All-Call for Weather Grade D. Security will distribute notification email.

NOTE:

1. The Winter Storm Standard applies to all locations on the site.
2. Mine Roads are defined as haul roads, site access road and all auxiliary roads.
3. Mine Operations notifications to be given to Security before relevant action is complete (i.e. giving notice before taking equipment off the road).
4. Security will issue a site wide status update prior to start of each shift if storm carries over.
5. Follow same notification process as winter conditions improve and weather grade decreases.
6. **Weather Grade C** - All Equipment must announce their movement before travelling on Mine Roads.
7. **Weather Grade D** - All equipment requires Mine OPS Supervisor permission before accessing Mine Roads.

SECURITY ALL-CALLS:

WEATHER CONDITIONS DETERIORATING	
WEATHER GRADE B	"Attention all personnel, the Mine Site has changed to Weather grade B, Bravo. Only Primary Mine roads will be maintained during this time."
WEATHER GRADE C	"Attention all personnel, the Mine has changed to Weather grade C, Charlie. Park all non-essential mobile equipment. Only snow clearing equipment and light vehicles are permitted on Mine Roads. Maintenance of primary roads will continue, and light vehicles must announce their movement before travelling on Mine Roads."
WEATHER GRADE D	"Attention all personnel, the Mine has changed to Weather grade D, Delta. Please return to accommodations as all road maintenance in the Mine has ceased due to adverse weather conditions. Only critical activities will be carried out at this time. If access to the Mine is required, please contact the Mine OPS Supervisor."

WEATHER CONDITIONS IMPROVING	
Weather Grade C	"Attention all personnel, the Mine has changed to Weather grade C, Charlie. All non-essential mobile equipment is to remain parked and only snow clearing equipment and light vehicles are permitted on mine roads. Mobile Equipment must announce their movement before travelling on Mine Roads."
Weather Grade B	"Attention all personnel, the Mine has changed to Weather grade B, Bravo. Material haulage in the Mine will restart."
Weather Grade A	"Attention all personnel, the Mine has changed to Weather grade A, Alpha. There are no restrictions at this time."

APPENDIX C -ROAD CLOSURE TARP

Area	Relevant Monitoring	Management		
		Triggers	Actions	Response
Access Road	**Physical Road Monitoring** Roads are monitored daily by Equinox staff and the Road Maintenance contractor. **Weather Monitoring** Weather conditions and future forecasts are monitored daily to ensure the most accurate information possible.	**Level 1**		
		-Weather conditions are favorable, no precipitation forecasted, and temperatures are below freezing.	**All Departments** - Continue monitoring as per relevant monitoring	- No response required
		Level 2		
		- Minimal snowfall forecasted 5-10cm, temperature still below freezing. - Minimal rainfall forecasted to be less than 15mm - Travel expected to be delayed but safety risk minimal.	**Site Services** - Engage with the Road Maintenance contractor to ensure reported trouble spots are managed and repaired if possible.	- Develop a daily plan for snow clearing, sanding and salting the main access road. - Continuous monitoring of weather conditions and communication between road maintenance crews and Site Services in the event of escalation.
		Level 3		
		- The Access Road has still been deemed to still be traversable but extra caution to be expected. Travel time to be impacted. - Snow accumulation 15-20cm -Rainfall forecasted amount between 40 - 50 mm - Rainfall more than 20mm expected with temperatures expected to be above 0 during the Spring Breakup period (February - May) - Excessive dust results in zero visibility.	**Site Services** - Engage with the Road Maintenance contractor to ensure reported trouble spots are managed and repaired if possible. - Engage with departments to capture any wide/heavy loads that will be traveling to site that day. - Engage Camp Accommodations and food providers of any cancellations expected. **Security** - Advise travelers of road conditions as per the road report.	- Prevent non-scheduled/approved travel over the access road. - Reschedule any non-essential heavy/wide loads to prevent damage. - Only necessary deliveries are made to site.
		Level 4		
		- Snow accumulation greater than 25cm with high winds will result in whiteout conditions. - High winds causing drifting snow that create whiteout conditions. - Rainfall amount forecast to be 70mm or more. - Rainfall is more than 40mm with temperatures expected to be above 0 during the Spring Breakup period (**February - May**) **Non-Weather-Related Impacts** - Both lanes of travel blocked on the access road due to: - Traffic Accident or damaged equipment blocking both lanes. - Hazardous spill on the access road requiring clean-up. - Forest Fire	**Site Services** - All travel on the access road is prohibited. - Determination of on-site resource loading. - Engage with Road Maintenance contractor to inform them of road closure and to ensure they monitor working conditions. - Engage Camp Accommodations and food providers of any cancellations of expected guests and expected guests for the following day. **Security** - Prevent all non-emergency inbound and outbound travel	- Develop memo for site wide distribution, notifying personnel of the road closure, including time and dates. Inform personnel that emergency vehicles will still be able to traverse. - Security to monitor the phones and radios for call ins at KM0 as per site policy to notify anyone unaware that the road has been closed. - Security will log any vehicles and drivers who do not abide by the road closure notification. - The Road Maintenance contractor is permitted to work to help mitigate accumulation and slippery conditions. They are only permitted to do so if there is no risk damaging the road, or risk to personnel and equipment