

## 4.2

# People Management

### Collaboration at All Levels

**Our primary goal from a human resources perspective is to foster a culture where employees want the company to succeed. This means creating an environment where employees genuinely want to work with us and contribute to Orla's success in a safe and sustainable manner. It also means they recognize that when we succeed, they do as well.**

We place strategic emphasis on planning, developing, and optimizing our human capital. We consistently invest in our people strategy, addressing all facets of the employee experience – from recruitment, onboarding and development to performance management, compensation and career planning, cultivating a positive workplace culture free from discriminatory and unfair behaviours.

Our “People Systems” are designed to enrich our culture and create a workplace that instills a desire to contribute to our collective success.



**“What do you want me to do?”**

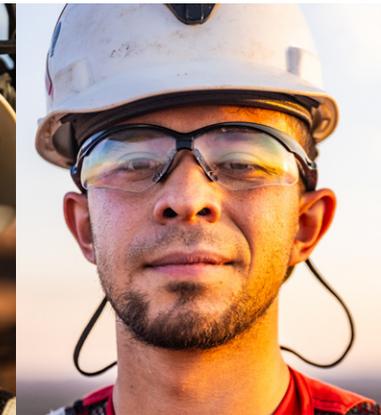
PREPARATION FOR A SUCCESSFUL START

### Recruitment and Selection

We have a decentralized structure, with a small corporate team that develops policies, systems, and procedures to direct our work, guiding our site leaders and aiding them to be successful through sound knowledge, advice, mentorship, and sharing the workload. Our site teams have full accountability for all aspects of the business at each site, empowered by our corporate leaders. We have multiple levels of work, all of which have different levels of complexity, accountability, and vision, contributing to our success.

### Why it Matters

Our employees represent a vital group of stakeholders, whose expertise and skills are essential for the effective operation of our Company. It is therefore crucial that we remain committed to their safety, well-being, and development to keep them engaged with Orla for years to come.



## 4.2 People Management

At Orla, we believe the entire hiring process is strategically important, from crafting clear role descriptions to facilitating the identification of ideal candidates and supporting the selection process. 'Role Description' and 'Recruitment and Selection' are integral components of our ongoing effort to meet workload demand and find the right people for the right roles, at the right time. We prioritize compliance with all relevant employment laws and strive to prevent any form of discrimination throughout the recruitment process.

Orla prioritizes local hiring as much as possible for our operations. We also prioritize internal growth and

development. When we are unable to find the necessary talent within the Company and within the local labour market, we recruit employees or contractors from beyond the surrounding communities.

Our sites engage with students to help promote careers in mining and ensure that Orla attracts top talent and a sufficient volume of applications to fill vacancies. For example:

- In Mexico, we partner with academic centres and innovation hubs to promote industry practices to future professionals, mainly in mining, processing, and environmental areas.
- We collaborate with educational institutions in Mexico to support

scholarships and cooperative (co-op) education programs, which allow students to apply their knowledge to an on-site job. Several participating students have transitioned from school to work at our sites.

- At our South Railroad Project in the United States, we provide scholarships to Elko County high school seniors and provide summer internships for local young talent to build a pipeline for future permanent roles.

### Onboarding and Induction to the Role

To help new staff settle in, feel part of the Orla team, and position them for success, we have a detailed onboarding and induction program. It includes providing

new employees with clear information about the company, our HSE and People Systems, benefits, their team leader's expectations about the work they need to do, and relevant information so they have every available tool to succeed. We also conduct regular check-ins to confirm that the onboarding process is going well.

All new employees are provided with a suite of organizational policies and standards, including the following, to guide worker behaviour and promote a positive, inclusive work environment:

- [Anti-Bribery and Anti-Corruption Policy](#)
- [Code of Conduct and Ethics](#)
- [CSR Policy](#)

## Orla's People Management System

Our 12 People Systems are organized around three questions that every employee, at some point in their career at Orla, will need answers for.

We design our systems with a global application mindset that takes into consideration the reality of each jurisdiction.



4.2 People Management

- [Diversity Policy](#)
- [Environment, Sustainability, Health and Safety Policy](#)
- [Reporting and Investigation Procedures](#)
- [Workplace Bullying and Harassment Policy](#)

 **“How am I doing?”**  
OPTIMIZING PERFORMANCE

To compensate and incentivize our team members, we offer competitive salaries and benefits that align with the standards of the mining industry in each country where we operate. We provide employees with clear information about their wages, working hours, and entitlements to benefits or bonuses, and payments are made in a timely and accurate manner. We set performance goals, measure and assess our employees against these goals, and provide feedback to help them grow and be successful at their work.

**Diversity and Inclusion**

At Orla, we are dedicated to cultivating a workplace culture that embraces and uplifts all individuals, regardless of their gender, age, ethnicity, nationality, sexual preferences, or religious background. We deeply respect and value the different perspectives, experiences, and cultures that our diverse employees bring to the table and recognize the numerous advantages that stem from diversity within our workforce and Board.

These include access to a wider pool of top-tier talent, enhanced employee retention, exposure to diverse perspectives and innovative ideas, and the ability to harness the full spectrum of available talent.

We recruit, retain, reward, and develop our people based upon their abilities, merits, and contributions. To create an inclusive culture, we endeavor to:

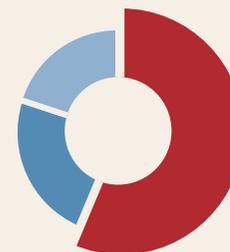
- provide equal access to opportunities, including training and development, for all employees;
- respect and protect human rights, labour rights, and cultural heritage; and
- maintain policies and procedures to prevent discrimination and harassment.

Management at Orla is tasked with implementing our [Diversity Policy](#) and overseeing diversity and inclusion initiatives, ensuring compliance with all labour regulations throughout the Company. We are committed to establishing a diverse and inclusive supply chain and are actively working towards ensuring that our suppliers are compliant with our policies. Additionally, we prioritize purchasing from a wide array of sources, including minority-owned businesses and underrepresented community groups, as part of our commitment to promoting diversity and inclusion across our operations.



**2024 Distribution of Employment by Area of Origin**

Includes Direct and Indirect employees



**Camino Rojo**

- Local 30%
- State 29%
- National 41%
- Foreign 0%



**South Railroad**

- Local 95%
- State 0%
- National 5%
- Foreign 0%

4.2 People Management

Labour Rights and Employee Relations

Orla cultivates direct relationships with our employees based on principles of fairness and respect. We are committed to upholding the fundamental right of employees and contractors to associate and collectively negotiate labour agreements with their preferred unions. Our objective is to foster positive labour relations by collaborating closely with our employees and their unions – and our commitment to employees is to have a productive and healthy working environment free of unwanted and unfair behaviors. As such, we have designed the Fair Treatment system to effectively resolve a team member’s concern about perceived unfair treatment in the workplace by their team leader. This avenue is available to every employee, should they have a concern.

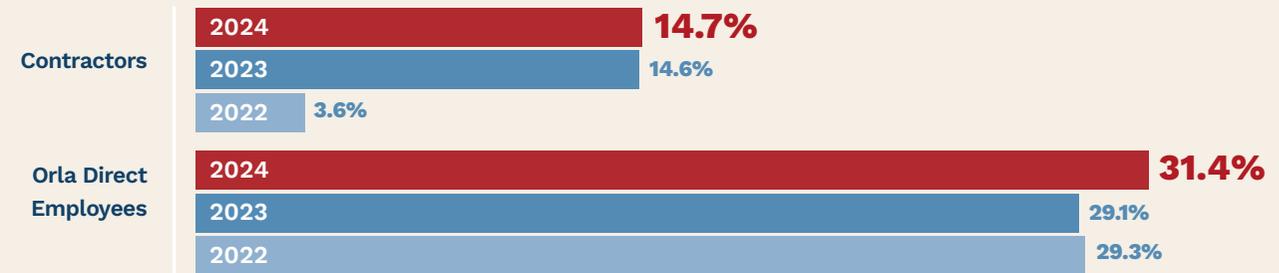
**“What is my future?”**  
LEARNING AND DEVELOPMENT

Orla is deeply committed to supporting the success of our people and maintaining a skilled workforce – our objective is to enable our people to reach their full potential and drive the continued success of our organization. To achieve this, we offer comprehensive training and development programs, including opportunities for job related education and retraining, coaching, career, and succession planning. Our key training themes encompass safety and health, emergency response, leadership, job-

## Employment Breakdown by Gender, Type, Location, and Age

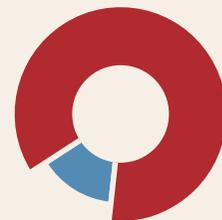
Across all sites and corporate

### Breakdown of Female Employees by Type



### Employment Type

Direct only



- Full time **86%**
- Part time **14%**

### Employment by Location

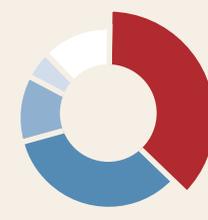
Direct only



- Mexico **86%**
- United States **4%**
- Canada **8%**
- Panama **2%**

### Employment by Age

Direct only



- 18-24 **14%**
- 25-34 **36%**
- 35-44 **31%**
- 45-54 **13%**
- 55-64 **6%**

4.2 People Management

related skills enhancement, and other social skills that are key for their development.

We are committed to investing in our people so they remain invested in us. The demands placed on leadership are evolving, and shaping leaders who embody empathy, engagement, and motivation is essential to thrive in today’s workforce. We are focused on offering leadership training and development tailored to our desired work environment, culture, and expectations, equipping our leaders to promote a workplace where every employee is inspired to contribute to the Company’s success.

Our LEAD program showcases our evolving approach to enhancing leadership skills at Orla. Introduced in 2023, the

program is fully designed in-house and is custom-tailored to our needs, our distinct organizational context, and cultural intricacies. We have trained a pool of internal facilitators that partner with external trainers in social skills and leadership work bodies like Systems Leadership, our main Framework. The program is delivered in three phases:

**1. Leadership Foundations Phase:**

- a. Provides a suite of tools and models for team leaders to enhance their leadership skills and interactions with team members.
- b. Uses a common subject language that is shared and understood across the organization.

**2. Skills Development Phase:**

- a. Reinforces the technical, social, and commercial skills for our leaders to help them excel.
- b. Examples of these skills include finance, effective communication, emotional intelligence, and understanding our operations.

**3. Continuous Learning Phase:**

- a. Enables team leaders to learn from each other through an internal learning network.
- b. Facilitates the sharing of expertise and experience in dealing with a wide variety of situations.

**Workforce as of December 31, 2024**

All mine sites, excluding corporate

EMPLOYMENT	LOCAL COMMUNITIES	STATE	NATIONAL	FOREIGN	TOTAL	% OF LOCAL EMPLOYEES	HOURS WORKED
<b>Direct employees by Orla</b>	190	74	62	1	327	58%	81,828
<b>Indirect employees and contractors</b>	47	137	238	1	423	11%	64,730
<b>Total</b>	<b>237</b>	<b>211</b>	<b>300</b>	<b>2</b>	<b>750</b>	<b>32%</b>	<b>146,558</b>

