

## 4.2 People Management

## Performance

100%

Direct employees at Camino Rojo from Mexico

As of December 31, 2024, our workforce comprised 354 employees, up from 327 the previous year. We promoted 70 employees reflecting our commitment to advance internal candidates. Orla also had 425 contractors, compared to 288 in 2023. No management functions were performed by a contractor.

Women represented 31% of our employee population last year and 11% of our corporate executive management team.

In addition to health, safety and emergency response training, we delivered on average 14 hours of training per person in 2024, compared to 12 hours the previous year, and invested heavily in training across the organization. Training topics ranged from leadership to Orla's corporate policies.

During the year we continued to deploy our "People Systems", which is focused

31%

Total female representation across our workforce

on three themes or pillars for structuring and delivering our human resources programs, ranging from recruitment and selection to performance management to succession and career planning. Implementing a fair treatment system was a key focus in 2024.

In 2024, 55% of our workforce was represented by a union. At Orla, we deeply value and respect the rights of all our employees, including their freedom

\$22.1M

Paid in salaries to direct employees

to choose whether or not to associate with a union. We are committed to maintaining a neutral and supportive stance, working collaboratively with union-represented employees through their chosen representatives, and equally supporting non-union employees to ensure fair and respectful working conditions for all. Our focus remains on fostering a positive, inclusive work environment where everyone can thrive.

## 2025 Priorities

Continue with LEAD and incorporate Musselwhite team leaders into the program.

Complete integration of Musselwhite workforce and human resources; transition benefits, services, and support work considering Orla's decentralized approach.

Finalize implementation of People Systems company-wide.

Design the 'Towards 2030 People Strategy'. This strategy stems from our Towards 2030 Sustainability Strategy and aims to provide the right Human Resources infrastructure to support Orla's growth and to achieve all people related metrics included in the Sustainability Strategy.

## SPOTLIGHT

## Building leadership excellence

For the second consecutive year, we delivered our LEAD Program, reinforcing our commitment to leadership excellence. Through hands-on workshops and networking sessions, the program strengthens our team leaders' skills, expands their perspectives on people matters and deepens understanding of Orla's operations. Whether meeting in person or virtually, leaders have opportunities to interact with other team leaders across various countries and build meaningful connections.

