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People Management

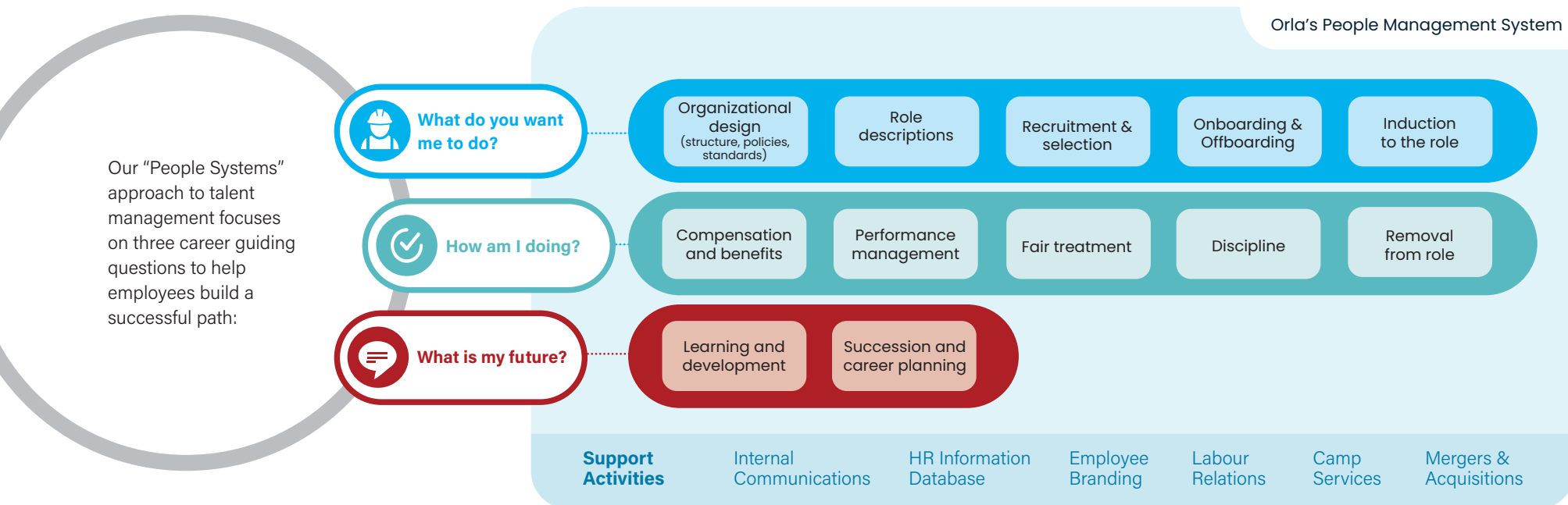
Why it Matters to Orla

Our employees are one of our top stakeholders, and we depend on their experience, abilities, well-being and drive to effectively run our Company. That's why investing in our people is crucial to Orla's performance, competitive advantage, and long-term value. Like other companies in the mining industry, we "face" a significant skills shortage, especially across the communities in which we operate, which makes it imperative for us to create the right strategies to hire, develop, and retain the best talent available, while ensuring that we maintain a healthy and engaged workforce.

Our Approach: Centered on Individual and Company Success

Planning, developing and optimizing our human capital is a strategic focus of Orla's workforce approach and sustainability agenda. We invest continuous effort in our talent strategy, focusing on all aspects of the worker experience — from recruitment and development to compensation and culture.

Our "People Systems" are designed to enrich a company culture where employees want the company to succeed and work with us feeling they can be part of something important.





Our human resources goal is to create a company culture where employees want Orla to succeed. For us that means our employees genuinely want to work with us and help the Company operate in a safe, sustainable way. It also means they recognize that the Company's success will translate into their success.



What do you want me to do?"

Preparation for a successful start

We have designed a suite of organizational policies and standards to guide worker behaviour and promote a positive, inclusive work environment. These guidelines include:

- [Anti-Bribery and Anti-Corruption Policy](#)
- [Code of Conduct and Ethics](#)
- [CSR Policy](#)
- [Diversity Policy](#)
- [Environment, Sustainability, Health and Safety Policy](#)
- [Reporting and Investigation Procedures](#)
- [Workplace Bullying and Harassment Policy](#)

All employees are provided with the above-noted policies during the onboarding process and are required to sign their compliance and commitment to act accordingly.

'Role Description' and 'Recruitment & Selection' are key systems within our ongoing effort to meet workload demand and find the right people for the right roles. Our approach covers the whole hiring process, from preparing a clear job description and interviewing candidates to making a job offer. We work to comply with all applicable employment laws and avoid any form of discrimination throughout the recruitment process.

Orla prioritizes local hiring as much as possible for our mining operations. When we are unable to find the necessary talent within the local labour market, we recruit employees or contractors from beyond the immediate community.

We also partner with educational institutions in Mexico and Panama 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.

To create an early-stage success with potential candidates our sites engage with university-level students to help ensure Orla attracts top talent and a sufficient volume of applications to fill vacancies. Under this initiative our sites in Mexico and Panama have been partnering with academic centers and innovation hubs to promote industry practices to future professionals, mainly in mining, processing, and environmental areas.



"How am I doing?"

Performance management

To compensate and incentivize our team members, we provide competitive salaries and benefits that are comparable with Orla's peer group and the mining industry in each country we operate. Employees receive clear information about their wages, hours of work, and benefits or bonuses to which they are entitled, and we ensure payments are made in a timely and accurate manner.

We set goals, measure and assess our employees against these goals and provide feedback to help grow our people. We link compensation to these goals.

Diversity and Inclusion

At Orla, we strive to create a workplace that embraces and supports all people, including those of different genders, ethnicities, and religions. We respect and value the perspectives, experiences, cultures, and essential differences our employees possess. We recognize the benefits arising from employee and Board diversity, including a broader pool of high-quality employees, improving employee retention, accessing different perspectives and ideas, and benefiting from all available talent.

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

- provide equal access to opportunities, including training and development, for all employees;
- respect and protect human rights, labour rights and cultural heritage;
- identify and manage risks associated with gender discrimination and other systemic job-related barriers; and
- maintain policies and procedures to prevent discrimination and harassment.

We support the principle that every individual must have equal opportunity in all aspects of employment, and are dedicated to maintaining a work environment free from discriminatory practices of any kind. Orla expressly prohibits discrimination against any employee or job applicant because of race, religion, color, sex, sexual orientation, age, national or ethnic origin, or physical disability. We work to create an environment that values and optimizes the contributions of both women and men equally, from various backgrounds, experiences, and perspectives.

Management is responsible for implementing our Diversity Policy and diversity and inclusion initiatives, and we comply with all labour codes and regulations across the Company. Orla also strives to create a diverse and inclusive supply chain, and actively works to ensure that suppliers are compliant with our diversity and inclusion policies. In addition, we purchase from a wide range of sources, including minority-owned businesses and underrepresented community groups.



Orla prioritizes local hiring as much as possible for our mining operations.

Labour rights and relations

Orla forms a direct relationship with our employees based upon fairness and respect. We support the fundamental right of employees and contractors to associate and collectively obtain labour agreements. In 2022, Minera Camino Rojo entered into a second collective bargaining agreement with the union, Sindicato Nacional de Trabajadores Mineros Metalúrgicos y Similares de la República Mexicana, Section #335. In total, approximately 56% of the workforce at Camino Rojo was unionized in 2022. Our goal is to work collaboratively with our employees and their union to achieve and maintain positive labour relations.

Orla also conducts rigorous due diligence when engaging with contractors and consultants as a precaution to ensure they are compliant with local regulations and laws including those relating to child labour.



“What is my future”

Learning and development

We have a strong commitment to developing our people and sustaining a skilled workforce. To do this, we provide training and development as well as opportunities for job-related education and retraining. Key training themes include safety and health, emergency response, leadership, job-related skills development, and social interaction.

We also focus on cultivating the next generation of Orla leaders through our Learning and Development and Succession and Career Planning system.



Diversity fuels our operations

2022 Gender Breakdown of Employees and Contractors

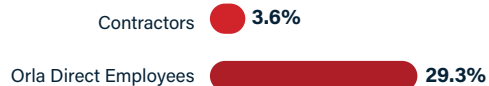


	NUMBER OF EMPLOYEES	PERCENTAGE OF EMPLOYEES
● Male	479	83.3%
● Female	96	16.7%



Breakdown of Female Employees by Type

Across all sites and corporate

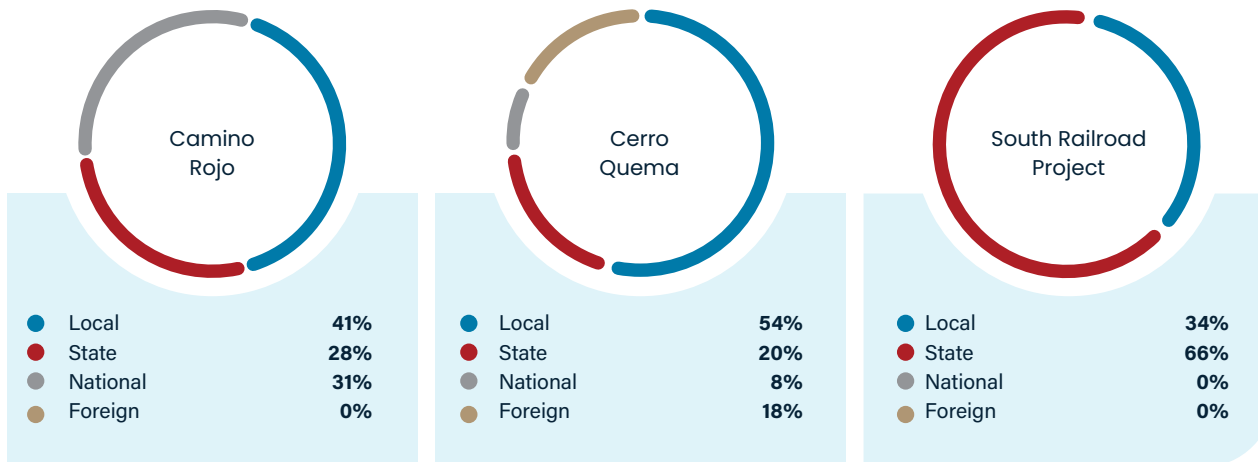


Workforce as of December 31, 2022

EMPLOYMENT	DIRECT LOCAL COMMUNITIES	STATE	NATIONAL	FOREIGN	TOTAL	% OF LOCAL EMPLOYEES	HOURS WORKED
Direct employees by Orla, all mine sites	161	55	52	3	271	59%	62,725
Indirect employees, contractors, all mine sites	74	103	92	12	281	26%	50,225
Total	235	158	144	15	552	43%	1,950

2022 Distribution of Employment by Area of Origin

Includes Direct and Indirect employees



2022 Highlights

- Our workforce grew by 37% last year as a result of launching production of our first operating mine. As of December 31, 2022, Orla employed a total of 294 employees including the corporate offices: 23 in Canada, 29 in Panama, 231 in Mexico, and 11 in Nevada. We promoted 19 employees (6.1% of our average headcount) reflecting our commitment to advance internal candidates.
- We had 281 contractors in 2022: 208 in Mexico, 18 in Nevada, and 55 in Panama. No management functions were performed to any substantial degree by a contractor; these functions are led by executive officers of Orla.
- Orla's voluntary turnover, at 3.1%, was below the mining industry average of 7%. At Camino Rojo, voluntary turnover was extremely low, at 2.8%.
- Salaries across Orla increased from 2021 to 2022, mainly as a result of the Company's growth during the construction and operational launch of the Camino Rojo mine. We also improved health benefits packages for workers, with the addition of regular health checkups, critical illness benefits, and vision and dental benefits.
- In 2022, we successfully finalized the negotiation of the second Collective Bargaining Agreement ("CBA") with the Miners' Union in Mexico (Sindicato Minero), with 99% employee approval. The ratification of the CBA solidifies Orla's relationships with our employees and the elected union while standardizing a set of fair and competitive benefits for all employees. Similar to 2021, no strikes or blockades took place in 2022 at any of our sites.
- In 2022, we delivered an average of 17 hours of training per person in Mexico and Panama on Orla's corporate policies. The Nevada team will receive the training in 2023.
- Finding and developing both female and local talent remained a priority last year. For the first year of operations at Camino Rojo, 28% of direct employees were women, and 61% came from local communities. In the case of contractors, women represented 3.85% of their workforce, and 19% came from the direct communities. Moving forward, our goal is to collaborate with our main contractors to increase these numbers (i.e., women and employees from communities).
- At our projects in Mexico and Panama, during 2022 we offered 16 positions to university students through our on-the-job training initiatives.

2022 Highlights



2023 Focus

- Approve and deploy updated Environmental, Sustainability, Health and Safety Management System.
- Continue to deploy our People Systems, with special focus on our recently acquired South Railroad project.
- Enhance opportunities for leadership development, especially for emerging leaders in our Camino Rojo operation.

16.7%

Total female representation across our employee population

\$1.7M

paid in salaries to employees from the direct communities across our projects

6 in 10

direct employees at Camino Rojo from local communities