

- 4.1 Workforce Health and Safety
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- 4.3 Community Relations
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OUR PRIORITY SUSTAINABLE DEVELOPMENT GOALS

- 1 No poverty
- 2 Zero hunger
- 3 Good health and well-being
- 4 Quality education
- 5 Gender equality
- 8 Decent work and economic growth
- 17 Partnerships for the goals

# Social



# 4.1

## Workforce Health and Safety

### Our Approach: Zero Harm to our People

**Providing a healthy and safe work environment for our people is Orla's top priority and essential for our sustained success in the long term. Safety goes beyond just rules and procedures that we follow; it's a core value that guides our everyday actions and decisions.**

At Orla, our commitment to health and safety starts at the highest levels of leadership. Our goals are established by our top executives, and to ensure effective health and safety performance, all related initiatives, strategies, and resources undergo review and approval by the Environmental, Sustainability, Health, and Safety (ESHS) Committee of the Board.

Our [Environmental, Sustainability, Health and Safety Policy](#) outlines our commitment to maintaining a safe work environment. This policy is incorporated into employee orientation and contractor information packages and is posted on our website

and at all sites alongside other safety regulations and signage. Through our systems, employee practices, and the consistent use of symbols (such as everyone wearing their complete Personal Protective Equipment onsite), we provide a safe environment and experience for our direct and indirect employees, site visitors, and other stakeholders.

### Health and Safety Management System

To uphold our commitments and ensure good performance, we have implemented a Health and Safety (H&S) Management System guided by leading international standards, such as ISO 45001 for occupational health and safety, Toward Sustainable Mining (TSM), and regulatory frameworks in the jurisdictions where we operate.

### Why this Matters to Orla

The health and safety of our people is fundamental in every aspect of our operations, influencing all areas and functions of our business.

While mining inherently entails high-risk processes, including the use of explosives, operation of heavy machinery, work at elevated heights, and handling cyanide and other chemicals, we firmly believe that occupational injuries and illnesses can be prevented through sound, safe work practices, ongoing risk management, and fostering a safety-first mindset among our workforce.



**Our H&S Management System includes the following components:**

- Identifying, measuring, and mitigating or eliminating potential health and safety hazards and risks prior to any work taking place.
- Delivering safety training, instruction, and ongoing awareness-building so everyone in the workplace understands their responsibilities and can perform their duties safely and effectively every day.
- Providing appropriate safety equipment and signage.
- A hazard reporting process.
- Tracking and investigating incidents and near-misses.
- Taking corrective actions to remove hazards, decrease risk, and ensure key learnings are integrated across our operations to ensure that the potential for future occurrence is minimized or eliminated.
- Measuring performance using workplace inspections and audits, as well as employee feedback.
- Maintaining a work environment free from discrimination and harassment.

**Shared Responsibility**

Health and safety is a shared responsibility, and we empower not only our people but also our contractors and business partners to cultivate, share, and take ownership of a safety-centric culture. At the heart of this effort are our joint Occupational Health and Safety and Emergency Management Committees, which are comprised of elected members representing various site departments, managers, both unionized and non-unionized employees, and contractor representatives. Led by our general managers, these committees foster employee engagement in health and safety discussions and planning, providing a platform for sharing ideas and feedback. The ultimate goal is to enhance or resolve health and safety issues within our workplace.

While we recognize that it's impossible to eliminate all occupational risks, through proactive risk management and robust safety practices we continuously aim to minimize and control these risks so that we protect our people and our business.

**Orla's Health and Safety Approach**



# Highlights

## 49

Average hours of health, safety and emergency response training for employees

## 35

Average hours of health, safety and emergency response training for contractors



### 2023 Highlights

- In 2023, at our main operation, Camino Rojo, there were two lost time incidents from our direct employees and one lost time incident from a contractor, which resulted in a Lost Time Injury Frequency Rate (LTIFR) of 1.35. LTIFR measures lost-time injuries per 1 million person-hours worked.
- Across all sites, there were a total of 22 injuries in 2023, up from 21 the previous year. Incidents requiring medical intervention apart from simple first aid (“total recordable incidents”) increased from four in 2022 to seven last year. The Company had a LTIFR of 1.71 (2022: 1.49). The total of hours worked across our sites increased 8.6% from 2022 to 2023. Orla has never experienced any employee fatalities since the Company’s inception.

- Camino Rojo was recognized with the ‘Silver Helmet Award’ by the Mexico Mining Chamber (CAMIMEX), for outstanding commitment to health and safety in the category of open pit mining (for companies with less than 500 employees). This award represents the highest recognition at the national level in the Mexican mining-metallurgical field and is granted to those companies that demonstrate the best safety practices, as well as a real and constant commitment to the promotion of a comprehensive safety culture in their operations.
- As part of Orla’s commitment to comply with the international cyanide management code, employees at Camino Rojo received over 1,499 hours of training on cyanide management

and disaster prevention related to chemical contamination.

- Camino Rojo hosted its annual Health and Safety Fair to mark the International Day of Occupational Health and Safety. The event featured suppliers, contractors, and entities like the Zacatecas Mining Cluster, IMSS, and Youth Integration Centers, underscoring Orla’s dedication to employee and contractor safety and health. More than 200 Orla employees and contractors participated in this fair. During the fair, Orla presented its [Environmental, Sustainability, Health and Safety Policy](#), and [Corporate Social Responsibility Policy](#) and distributed card holders to integrate these principles into daily operations. Attendees also participated in talks

on topics such as good safety practices in flux management, addiction prevention at work, and innovation and safety in blasting.

- In 2023, Camino Rojo continued leading the Health and Safety Committee of the Zacatecas Mining Cluster, where every month, mining companies and suppliers discuss critical health and safety risks for employees and the environment.

### 2024 Focus

- **Achieve 2024 targets:**
  - Zero work-related fatalities
  - Target of 0 LTIFR

**Social in Practice: A Case Study**

## Fighting Breast Cancer in Camino Rojo

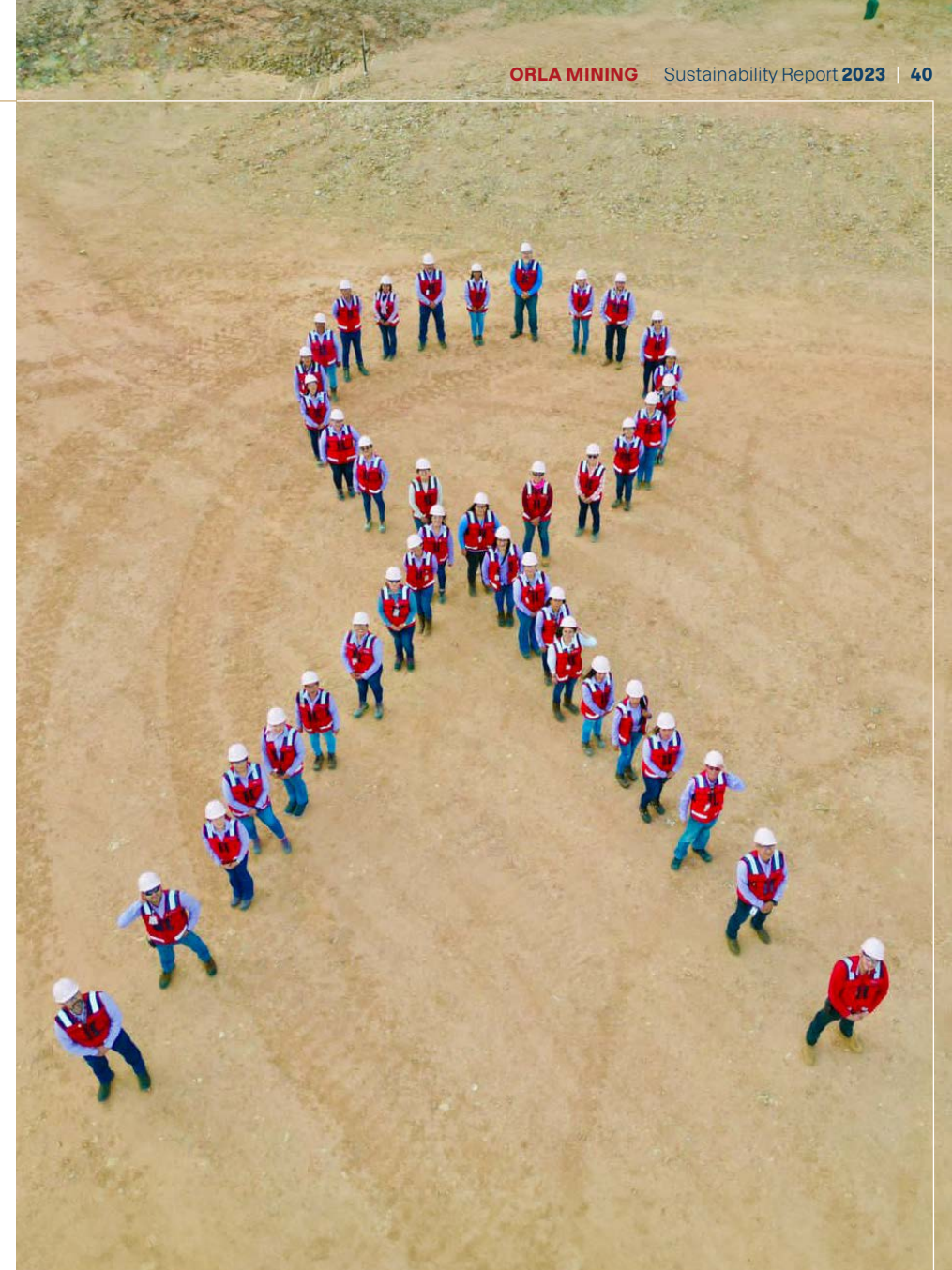
**Breast cancer affects millions worldwide, but early detection and appropriate treatment can make a significant difference. At Camino Rojo, we are committed to supporting efforts on breast cancer prevention and early detection, by dedicating the month of October to raising awareness and educating our employees, contractors, and communities.**

To maximize the positive impact of our actions, last year we partnered with the Mexican Institute of Social Security (IMSS) to coordinate screening and awareness-building activities. Members of IMSS health services visited our site and the community to conduct early detection examinations and provide health guidance to our employees and community members. Other key allies include our employees' union and the Women in Mining organization, particularly its Zacatecas branch that actively promotes annual awareness campaigns across most mines in the state.

In October 2023, we held a series of workshops, the first of which focused on the importance of early detection and self-examination as key tools in identifying potential signs of breast cancer. Participants learned about risk factors, symptoms, and the importance of regular

screenings. A second workshop addressed the emotional and psychological challenges faced by breast cancer patients. This session provided strategies for managing stress, anxiety, and depression, and emphasized the importance of emotional support and resilience during treatment and recovery.

These activities offered valuable knowledge and a space to share experiences, enhancing community awareness and fostering a culture of health care. Camino Rojo is proud to contribute to the fight against breast cancer, recognizing the importance of prevention and ongoing support. Through our awareness campaigns, we aim to inform, prevent, and inspire positive changes in the lives of those who could potentially be affected by this disease.



# 4.2 People Management

## Our Approach: Empowering Individuals and Company Success

**Our human resource's objective is to foster a company culture where employees want the Company to succeed. This means our employees genuinely want to work with us and contribute to the Company's success in a safe and sustainable manner. It also means they recognize that when we succeed, they do too.**

Orla places strategic emphasis on planning, developing, and optimizing our human capital as part of our workforce strategy and sustainability agenda. We consistently invest effort in our talent strategy, addressing all facets of the employees' experience, including recruitment, development, compensation, and fostering a positive workplace culture, free of unwanted and unfair behaviours.

Our "People Systems" (summarized in graphic below) are designed to enrich a company culture where employees want to be part of the Company's success and contribute to something important.

## Why this Matters to Orla

Our employees represent a vital group of stakeholders, essential for the effective operation of our Company.

We rely on their expertise, skills, well-being, and motivation. Therefore, investing in our people is crucial to Orla's performance, competitive edge, and long-term success. Similar to other companies in the mining sector, we encounter a notable shortage of skills, particularly within the communities where we operate. Consequently, it is imperative for us to create the right strategies to recruit, develop, and retain top talent, all while prioritizing the maintenance of a healthy and engaged workforce.



**What do you want me to do?"**  
**PREPARATION FOR A SUCCESSFUL START**

**Recruitment and Selection**

Our recruitment strategy encompasses the entire hiring process, 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. 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. 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 immediate community.

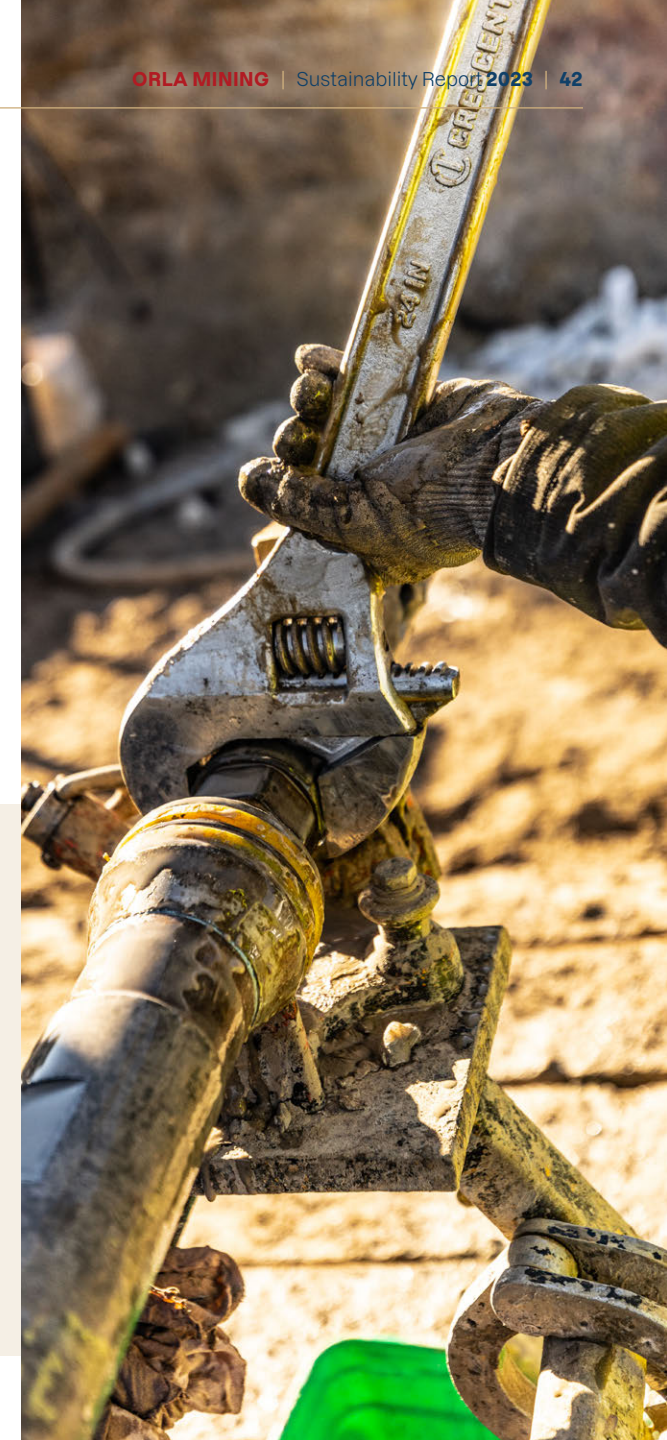
Our sites engage with university-level students to help promote careers in mining and ensure that Orla attracts top talent and a sufficient volume of applications to fill vacancies. For example:

- In Mexico and Panama, we partnered 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 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. Similarly, our South Railroad Project provides scholarships to Elko County high school seniors.

**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.



### 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 program and induction to the role. 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 the following suite of organizational policies and standards to guide worker behaviour and promote a positive, inclusive work environment:

- [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](#)



### "How am I doing?"

#### OPTIMIZING PERFORMANCE

To compensate and incentivize our team members, we offer competitive salaries and benefits that align with Orla's peer group and 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 we make sure 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.

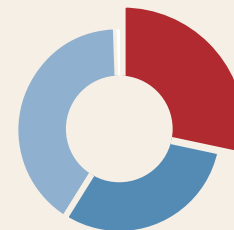
### Diversity and Inclusion

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



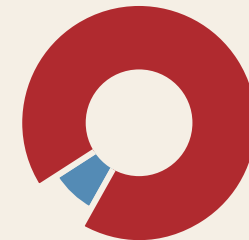
## 2023 Distribution of Employment by Area of Origin

Includes Direct and Indirect employees



### Camino Rojo

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



### South Railroad

- Local 92%
- State 8%
- National 0%
- Foreign 0%



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.

Management at Orla is tasked with implementing our [Diversity Policy](#) and overseeing diversity and inclusion initiatives, ensuring compliance with all labour codes and regulations throughout the Company. We are committed to fostering a diverse and inclusive supply chain and are actively working with the goal of 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.

### Labour Rights and Relations

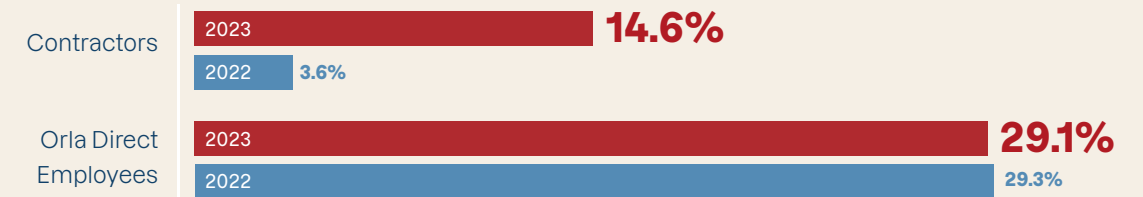
Orla cultivates direct relationships with our employees based on principles of fairness and respect. We uphold the fundamental right of employees and contractors to associate and collectively negotiate labour agreements. Our objective is to foster positive labour relations by collaborating closely with our employees and their unions. In 2023, approximately 54% of the workforce at Camino Rojo was unionized and part of the Sindicato Nacional de Trabajadores Mineros Metalúrgicos y Similares de la República Mexicana, Section #335.

We strive to have a productive 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 need to resolve a concern.

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

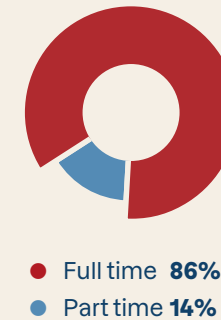
Across all sites and corporate

### Breakdown of Female Employees by Type



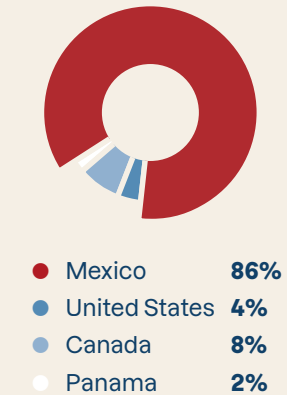
### Employment Type

Direct only



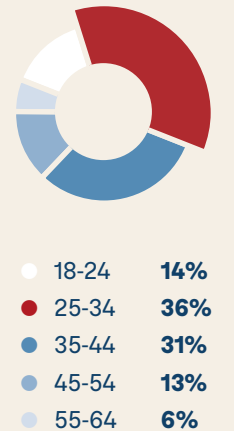
### Employment by Location

Direct only



### Employment by Age

Direct only





**“What is my future?”**

**LEARNING AND DEVELOPMENT**

Orla is deeply committed to supporting the success of our people and maintaining a skilled workforce, enabling them 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-related skills enhancement, and social interaction.

We are committed to investing in our people, so they remain invested in us. The demands placed on leadership are evolving, and the importance of cultivating human leaders who embody empathy, engagement, and motivation is essential to thrive in today’s workforce. We’re focused on offering the right leadership training and development tailored to our desired work environment, culture, and expectations, so our leaders will be better prepared to foster a workplace where every employee is inspired to contribute to the Company’s success.

Our new LEAD Program reflects our evolving approach to enhancing leadership at Orla. Introduced last year, the program was developed in-house with input from a Systems Leadership expert and customized to fit Orla’s distinct organizational context and cultural intricacies. 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. Utilizes 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, 2023**

All mine sites, excluding corporate

EMPLOYMENT	DIRECT LOCAL COMMUNITIES	STATE	NATIONAL	FOREIGN	TOTAL	% OF LOCAL EMPLOYEES	HOURS WORKED
<b>Direct employees by Orla</b>	147	96	58	1	302	49%	76,910
<b>Indirect employees and contractors</b>	28	82	174	2	286	10%	45,929
<b>Total</b>	<b>175</b>	<b>178</b>	<b>232</b>	<b>3</b>	<b>588</b>	<b>30%</b>	<b>122,839</b>

## Highlights

# 100%

Direct employees at Camino Rojo **from Mexico**

# 30%

**Total female representation** across our direct employee population at sites and corporate

# US\$19.9M

**Paid in salaries to employees** across all sites and corporate



### 2023 Highlights

- As of December 31, 2023, Orla employed 327 employees: 25 in Canada, 8 in Panama, 281 in Mexico, and 13 in Nevada. This total is up from 294 employees the previous year. We promoted 15 employees reflecting our commitment to advance internal candidates.
- We retained 288 contractors in 2023, compared to 281 the previous year. No management functions were performed by a contractor; these functions are led by directors or executive officers of Orla.
- Orla's voluntary turnover, at 11%, was below the mining industry average of 12%-15%. At Camino Rojo, voluntary turnover was at 10%.
- In 2023, Camino Rojo entered into a third collective bargaining agreement with the union, Sindicato Nacional de Trabajadores Mineros Metalúrgicos y Similares de la República Mexicana, Section #335. In total, approximately 54% of the workforce at Camino Rojo was unionized in 2023. We continued to maintain positive relations with the union, and no strikes or blockades took place in 2023 at any of our sites.
- In addition to the health, safety and emergency response training, we delivered on average 12 hours of training per person in 2023, down from 17 hours the previous year. Training topics ranged from leadership to Orla's corporate policies.
- The newly introduced LEAD training was delivered to 107 individuals. This 16 hour course provided a total of 1,712 hours of training for those employees that participated in the course.
- Women represented 30% of our employee population last year and 12.5% of our corporate management team. We are committed to increasing female participation in our workforce. In the case of contractors, women represented 14% of the contracting firms.
- At our sites in Mexico and Nevada, we offered 6 positions to university students through our on-the-job training initiatives.

### 2024 Focus

- **Gap analysis and completion of Environmental, Sustainability, Health and Safety Management System implementation.**
- **Continue to deploy our 12 People Systems, with special focus on the Fair Treatment System.**
- **Continue with all three phases of the LEAD Program.**

## Social in Practice: A Case Study

# Breaking Ground: Advancing the Inclusion of Women in our Operations

**To promote and foster fair labour conditions and an inclusive environment in the mining industry, Orla is engaging our entire female workforce in the Women in Mining movement (WIM).**

WIM Mexico implements initiatives that promote and improve gender equality throughout the country and encourage professional development of women in mining. The organization offers opportunities for its members to grow in their careers, through mentorship programs, training, and information sessions.

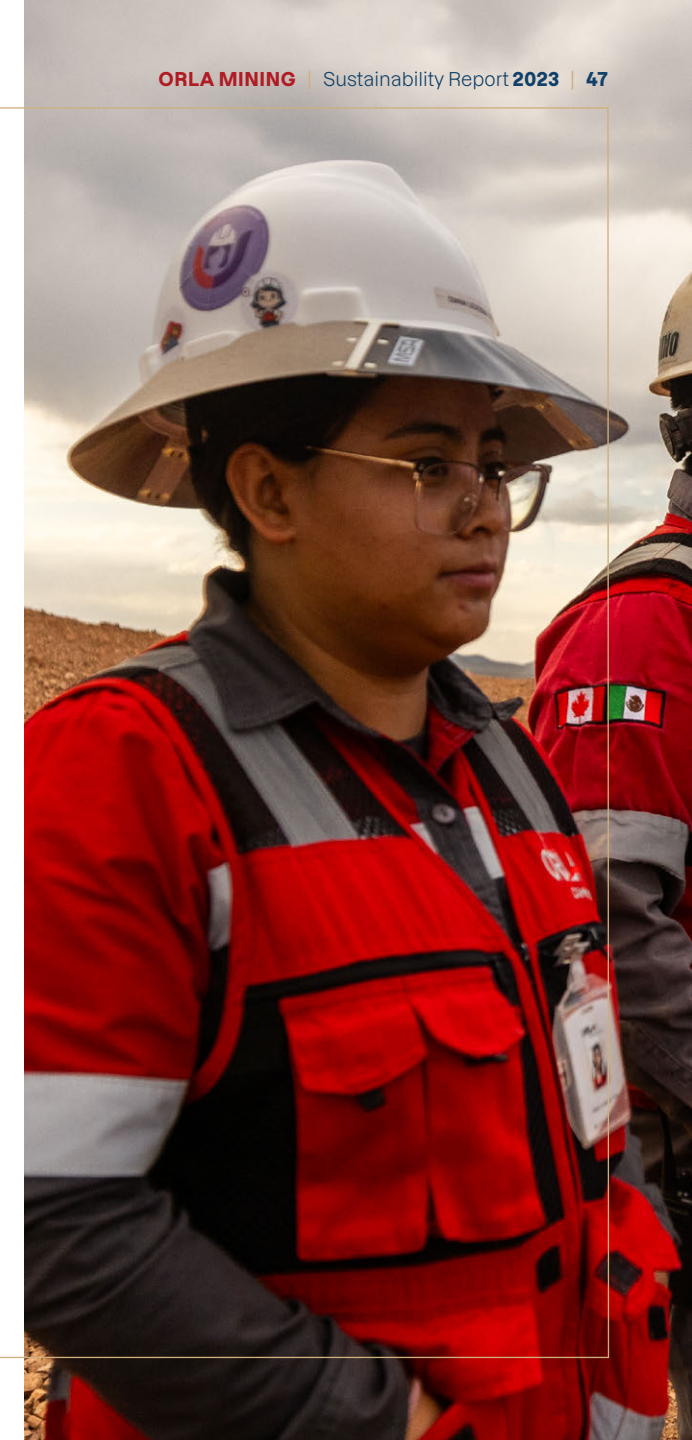
Across our sites, our employees are active members of the WIM Community, helping mentor young women, encouraging them to join the mining industry, and promoting STEM-focused educational careers and working environments that promote equity, diversity, and inclusion. With the goal of giving greater voice to our female employees at Camino Rojo, our “Discover Camino Rojo” podcast

dedicated several episodes to female employee experiences. In the episode “Histories of Mothers Working in the Mining Industry,” for instance, Camino Rojo mothers shared their experiences regarding the intersection of their career and motherhood.

Similarly in Nevada, our team has been heavily involved in Women in Mining-Nevada Chapter by helping to create and steer the Education Committee of the organization. This committee has been instrumental in reaching out to high school students, particularly women and girls, to raise awareness about the mining industry and the diverse opportunities it offers. To date, this initiative has reached over 600 students, aiming to educate and inspire the entire community.

In 2023, all of Orla’s sites received recognition for their dedication to transforming the mining industry to a more diverse and equitable one:

- Camino Rojo received the WIM Seal by Women in Mining Mexico, which recognizes the efforts of companies that have implemented practices to achieve labour equality and inclusion in their workplace.
- Our Nevada, U.S. operation was awarded the Certificate of Special Congressional Recognition for promoting equity, diversity, and inclusion.
- Women in Mining Canada and Women in Mining Central America and the Caribbean awarded two of our corporate team members with a ‘Trailblazer Award’ and the ‘Women of Gold Award’.



# 4.3 Community Relations

## Our Approach: Making a Positive Contribution

At each of our sites, we maintain active community relations programs with dedicated budgets and initiatives. Our community and social framework is outlined in various governance documents, including our [Code of Business Conduct and Ethics](#), [Environment, Sustainability, Health and Safety Policy](#), [Human Rights Policy](#), [CSR Policy](#), [Indigenous Peoples Policy](#), and [Stakeholder Engagement and Community Response Standard](#).

These governance documents offer guidance and metrics for effective management of community relations, ensuring alignment with our values and objectives.

## Why this Matters to Orla

Mining companies like Orla have a civic responsibility to uphold and contribute to the sustainable development and welfare of the communities in which they operate and upon which they rely. This obligation extends to foreign countries as well as rural and remote areas, requiring a respectful consideration of local traditions, customs, and beliefs, including those of Indigenous Peoples.

Meaningful engagement with local communities, characterized by transparency and incorporation of their perspectives, is crucial for fostering positive, respectful relationships and for contributing to their well-being and ongoing development.



## Pillars of our Approach

### Community Engagement

Orla is committed to fostering open and trusted relationships with our community stakeholders. This involves active engagement with key stakeholders, including local government, community leaders, environmental organizations, and private and communal landowners, to make sure their perspectives are valued and considered in our operations. We prioritize soliciting and integrating community input into our decision-making processes and plans, thereby demonstrating our commitment to conducting our operations in a socially responsible manner.

At our producing mine, Camino Rojo and our exploration site in Nevada, we have established a full-time community relations team, a [CSR Policy](#), and a community response mechanism to receive, document, and resolve community aspirations and concerns.

### Social Investment

Orla is dedicated to investing in initiatives that enhance the well-being and quality of life within communities where we operate. We actively seek community input to identify and prioritize the allocation of resources that Orla commits to investing in each year. For instance, at Camino Rojo, we engage with communal landowners, known as Ejidos, to gather their perspectives.

Through our community investment program, Orla allocates funding for various initiatives, including education, healthcare services, job and business creation, and local infrastructure development. This encompasses projects such as road maintenance, water collection systems, and irrigation systems, all aimed at improving the overall livelihoods and prosperity of the communities we serve.

### Economic Development

Another key aspect of Orla's community strategy is to foster economic opportunities for local communities, with the goal of ensuring a positive economic impact in the region and facilitating sustained community development beyond the closure of our mines. To achieve this, we have forged partnerships with the State of Zacatecas, the Mexican Centre for Competitiveness (CCMX), Engineers Without Borders Canada, and private allies. Together, we are working to enhance the entrepreneurial capacity, market access, and diversification of local business owners, with a particular focus on supporting women in communities near Camino Rojo. Through these collaborative efforts, we aim to empower local economies, promote resilience, and contribute to long-term sustainable development in the regions where we operate.

### Human Rights and Indigenous Peoples

Our dedication to respecting and safeguarding the rights of all individuals impacted by our operations

## Orla is committed to:

### Developing meaningful and effective community relations strategies

Encompassing all relevant stakeholders and integrating community relations best practices into our business processes.



### Establishing grievance mechanisms, based on international best practices

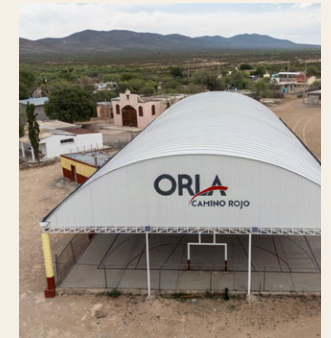


### Developing, implementing and investing in socio-economic initiatives

Supporting the development and sustainability of communities and countries in which we operate.

### Consulting with the people who live and work in our host communities

Identifying local priorities, needs and development goals.



### Partnering with credible organizations

Working with organizations including non-governmental organizations and local community groups to leverage resources, build capacity.

is clearly outlined in our core policies, standards, and procedures, especially our Human Rights Policy. This commitment includes providing safe working conditions and mitigating any adverse impacts our operations may have on local communities. For further information, please refer to the [Human Rights](#) section for a comprehensive understanding of our approach.

We implemented our [Indigenous Peoples Policy](#) in 2023. It focuses on fostering positive and sustainable relationships with Indigenous communities based on trust, respect, and open dialogue. The policy recognizes the importance of reconciliation, and Orla is dedicated to working in partnership with Indigenous peoples to establish mutually beneficial relationships.

This commitment includes meaningful consultation, capacity-building strategies, and the incorporation of Indigenous knowledge and culture into our operations, ensuring long-term sustainability and cultural sensitivity. Our team in Nevada is engaged with the local tribal band to share the project plan for the future and the opportunities for proactive collaboration.

### Occupational and Environmental Health and Safety

At Orla, we are committed to conducting our business in a manner that prioritizes safety and environmental responsibility. This includes minimizing environmental impacts, such as air and water pollution, and ensuring that our employees have a safe and healthy workplace. Furthermore, we proactively take steps to prevent or mitigate any adverse effects of mining activity on public health. For more detailed information, please refer to the Health and Safety section to gain insight into our approach.

### Transparency and Public Disclosure

We are committed to transparency with our local stakeholders. We proactively engage in community meetings and consultations, and publicly disclose information regarding our operations, financial results, and ESG performance, including our [ESTMA report](#). In 2023, we paid \$65.2M in taxes, royalties, and fees to governments of the United States, Panama, Mexico and Canada.



### 2023 Direct Economic Impact in Camino Rojo Local Communities



**Camino Rojo**  
**\$10.7 million**

	2023	2022
Salaries paid to employees from direct local communities	\$ 5,271,160	\$ 1,551,679
Permits, concession, and land compensation to land owners	\$ 2,525,846	\$ 2,601,753
Investment in local communities and donations	\$ 1,579,078	\$ 1,447,543
Payments to suppliers from direct local communities	\$ 1,294,241	\$ 766,154
<b>Total investment in the local communities</b>	<b>\$ 10,670,324</b>	<b>\$ 6,367,129</b>

# Highlights

# US\$5.9M

Spent on goods and services for our Camino Rojo mine from suppliers based in Zacatecas, Mexico

# US\$10.7M

Payments made to communities of influence at our Camino Rojo mine, based on signed agreements for land payments and social contributions

## 2023 Highlights

• At the South Railroad Project in Nevada, in 2023 we actively engaged with various local stakeholders through memberships in organizations such as the Elko Area Chamber, Nevada Water Resources Association, Nevada Mining Association, and National Mining Association. We participated in legislative events, conducted stakeholder engagement workshops, and initiated community involvement activities, including scholarship awards, volunteering, community meetings, and partnerships with local organizations like Friends

In Service Helping (FISH) and Communities in Schools of Northeastern Nevada.

• Through agreements with the ejidos of San Tiburcio, El Berrendo, La Pardita, and San Francisco de los Quijano near our Camino Rojo mine, we provided them with land leasing payments and social supports such as scholarships, community infrastructure upgrades, social and economic development initiatives, impact investments, and food and medicine to the most vulnerable

community members. In 2023, our contributions totaled \$ 10.7 M.

• We maintained positive relations with community stakeholders. There were zero delays or disruptions caused by community-related incidents, and less grievances filed by community stakeholders in comparison to 2022.

• Through our partnership with Communities in Schools (CIS) of Northeastern Nevada, the South Railroad Project has supported students graduate

by providing essential services such as meal packages, mental health counseling, educational support, and career and college readiness programs. As part of CIS' Food Hunger Program, our team in Nevada picked up and delivered boxes of weekend meals to schools in Elko County. Since the partnership started in September 2023, we helped provide over 900 weekend meal packages to local students. We plan to continue this partnership and look forward to helping make our communities healthier by working with CIS.





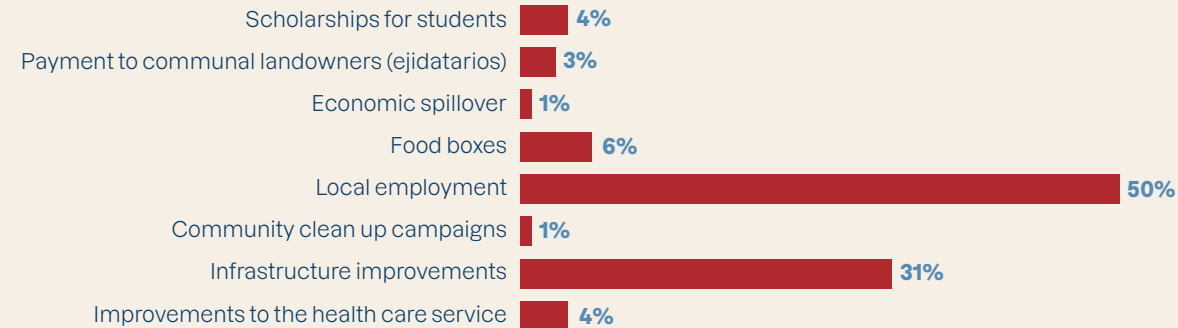
# Highlights

- Camino Rojo completed, through a third-party provider, an update of its social baseline that comprises 457 surveys of households in 16 communities within the project's direct and indirect areas of influence. The ejidos San Tiburcio, El Berrendo, San Francisco de los Quijano and La Partida are considered the direct area of influence.

Through this exercise, we evaluate the socio-economic status of our communities, as well as their perceptions of our operations, to better understand the communities we are engaging with and assess our impacts on them. This process also helps us evaluate where to place our key investments. Among the findings, 76% of respondents have a positive view of our Camino Rojo mine in large part due to local employment creation, and a similar percentage stated that the operation is bringing positive impacts to their communities. Based on community input, the most critical needs are lack of potable water, employment, rural roads, and other community infrastructure.

## Positive Impacts of Minera Camino Rojo

Community perception of where the positive impact occurs, according to the 2023 social baseline survey.



## Purchases of Goods and Services and Business Impacts from Camino Rojo\*

LEVEL	2023	2022	% CHANGE
<b>Mexico (Country)</b>	<b>\$ 67,287,778</b>	48,089,214	<b>40%</b> ↑
<b>State of Zacatecas</b>	<b>\$ 5,922,084</b>	\$ 7,722,740	<b>-23.3%</b> ↓
<b>Mazapil Municipality</b>	<b>\$ 985,473</b>	\$ 632,776	<b>56%</b> ↑
<b>Suppliers from Communities of Direct Influence</b> (San Tiburcio, La Pardita, San Francisco de los Quijano and El Berrendo)	<b>\$ 1,294,241</b>	\$ 766,154	<b>69%</b> ↑

\* Amounts represent the total value of purchase orders executed during the reporting period. These amounts may vary due to payment completion within the period and will be adjusted in subsequent reports.

## 2024 Focus

- Launch our first sustainable poultry farm, installed in a local high school to support eco-friendly education, and to provide eggs to Camino Rojo and other markets, in collaboration with industry partners, local government, and local women entrepreneurs.
- Develop initiatives to support sustainable ranching in areas surrounding Camino Rojo.
- Support local programs for ecosystem preservation and biodiversity protection at Camino Rojo and South Railroad.

# Highlights

## 2023 Social Incidents

Registered at Camino Rojo

INCIDENTS AND GRIEVANCES	2023	2022
Insignificant	1	4
Minor	5	11
Moderate	6	4
Major	0	0
Extreme	0	0
<b>Total</b>	<b>12</b>	<b>19</b>

**Note:** In 2023, most incidents were related to local suppliers, land access, job opportunities, and community infrastructure. All incidents registered in 2023 were resolved during the year.

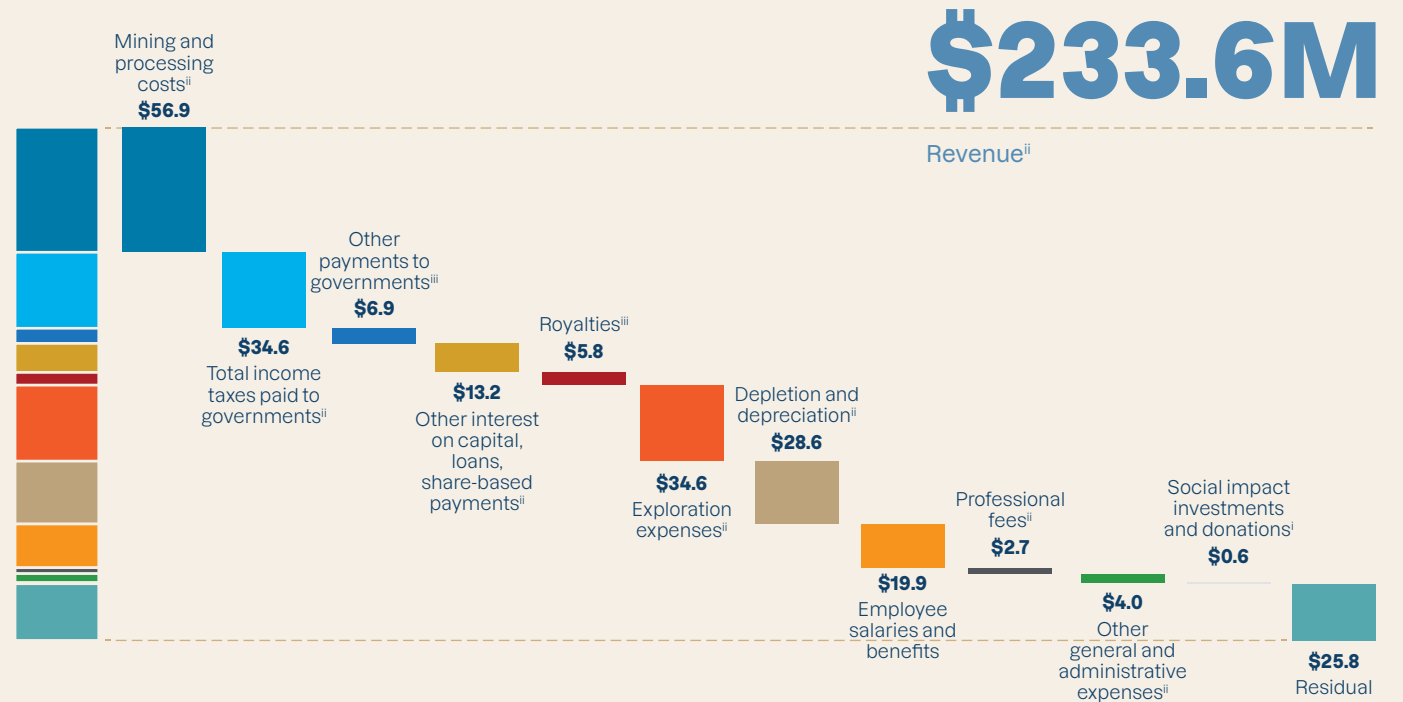
## 2023 Breakdown of Economic Impact

Direct Economic Value Generated and Distributed (\$ Millions)

i Value includes the most significant investments in community initiatives from local infrastructure, education, health, Camino Rojo, South Railroad and Panama.

ii Reported and disclosed in Orla's Consolidated Financial Statements, December 31, 2023 available in our website.

iii Reported and disclosed in Orla's Extractive Sector Transparency Measures Act (ESTMA), available on our website. Orla does not make political contributions.



Social in Practice: A Case Study

# Prioritizing Community Health and Well-Being, and Sharing Prosperity

**From its inception, Orla has prioritized the well-being of our community members, striving to contribute to their overall health.**

The launch of the Community Health Program at Camino Rojo marks a significant milestone in healthcare provision for the surrounding communities, offering a comprehensive approach that includes medical consultations, health education, and a robust first aid program.

In 2023 alone, the program provided 1,772 consultations and engaged 990 individuals in health talks, reaching communities such as San Tiburcio, El Berrendo, La Pardita, Cerritos de Jesús, and San Francisco de los Quijano. This widespread outreach highlights our commitment to enhancing quality of life through the promotion of healthy lifestyles and proactive disease prevention strategies.

Our first aid training program complements these efforts, and it has provided 210 hours of instruction that equips residents to effectively

respond to emergencies, strengthening community safety and well-being.

Further, Camino Rojo continues to collaborate with public health services by ensuring the availability of year-round healthcare services in our communities.

Camino Rojo has an agreement with the Zacatecas Health Department to provide medical services at no cost to the people in the area of influence. It also supports the San Tiburcio Health Centre with medical personnel through a contractor company.

In August 2023, an agreement was reached between the Zacatecas Delegation of the Mexican Institute of Social Security (IMSS) and the Ejido San Tiburcio. This unique alliance represents a milestone in promoting health and well-being in our community, by providing

46 unemployed elder Ejidatarios with the right to social security. This initiative guarantees medical coverage, including family, surgical, pharmaceutical, hospital, and socio-economic benefits, and highlights our dedication to providing quality medical services to field workers and their families. Orla is the first company in the country to undertake such an affiliation.

Our strategic partnership with IMSS exemplifies public-private cooperation and promises to revolutionize healthcare access in rural areas and ensure a healthier, safer future for generations to come. This initiative underscores our unwavering commitment to Sustainable Development Goal #3, extending our support beyond employees and their families to encompass all members of our community.

**“I never imagined that at 77 I would have a Health Card. It gives me peace of mind to know that if I get sick at my age, I will be supported by health services, thanks to Orla Camino Rojo, for caring about the elderly people of San Tibucio.”**

Mrs. Elodia Delgado Sánchez



# 4.4

## Human Rights

### Our Approach: Addressing Risks and Impacts

**From exploration to closure and post-closure, Orla committed to upholding human rights in every aspect of our operations — be it in our workplace, our supply chain and business relationships, or the communities where we operate.**

As a relatively new company with one producing mine, we are actively engaged in identifying all human rights risks and impacts relevant to our activities. We are continuously strengthening our practices to effectively manage these risks and impacts. To date, our efforts include:

- Conducting comprehensive environmental and social impact assessments to gain insights into salient human rights issues in the areas where we operate. We integrate these insights into our plans and activities across the business.
- Educating our workforce on human rights during the onboarding process and through ongoing

### Why this Matters to Orla

Respecting fundamental human rights is not just a moral imperative but also a global standard of expected conduct for every business, as outlined in the United Nations' Guiding Principles of Business and Human Rights (UNGPs). We acknowledge that mining operations and other business activities have the potential to impact people's rights, both positively and negatively.

Therefore, it is crucial that we take meaningful steps to understand, support, and protect the human rights of all individuals affected by our operations, including our employees, contractors, business partners, community members, and Indigenous peoples. We believe that this approach is essential for attracting and retaining talent, mitigating risks across our value chain, and fostering enduring relationships with all our stakeholders.



training. We maintain a zero-tolerance policy towards any form of human rights abuses.

- Ensuring that our Code of Business Conduct and Ethics (the Code) reflects our commitment to high standards of professional conduct. The Code addresses various human rights topics, including harassment and discrimination, the provision of safe working conditions, and the minimization of environmental impact.

We hold our suppliers to the same high standard of commitment to human rights that we adhere to at Orla. Through rigorous screening and ongoing due diligence processes, we monitor our suppliers for any potential human rights risks, including issues such as child and forced labour, that may exist within our supply chain.

Our dedication to upholding human rights is not just a principle but a fundamental aspect of our company-wide [Human Rights Policy](#). This policy is aligned with international standards, including the United Nations' Guiding Principles and the World Gold Council's Responsible Gold Mining Principles. Additionally, our commitment to respecting and promoting human rights is evident in our support for the relevant UN Sustainable Development Goals (SDGs), particularly SDG 5 Gender Equality and SDG 8 Decent Work and Economic Growth. These SDGs aim to ensure basic economic and social rights for all individuals worldwide, without discrimination. At Orla, we are deeply committed to advancing these goals as part of our broader efforts

to contribute positively to society and uphold the dignity and rights of all people.

### Indigenous Peoples

At Orla, we respect and acknowledge the rights of Indigenous peoples. While we do not currently operate or conduct business activities in areas where Indigenous peoples reside, we recognize that we are situated on the traditional territory of many nations, including our head offices in Canada and our project in the state of Nevada, where Indigenous peoples have long been stewards and protectors of the land. We are committed to preventing our activities from causing harm to communities or ecosystems.

Our [Indigenous Peoples Policy](#) underscores the importance of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the International Labour Organization Convention 169 (Indigenous and Tribal Peoples Convention). This policy is applicable to, and the responsibility of, all Company directors, officers, and employees, contractors, and relevant business partners at each of our sites. Introduced this year, this policy outlines our commitment to building positive and sustainable relationships with Indigenous communities and focuses on open dialogue and mutual goals. This commitment includes meaningful consultation, sharing information, and undertaking appropriate steps to address potential impacts, accommodation measures, and opportunities for mutual benefit.

Additionally, the Company is committed to capacity-building strategies, including employment, education, training, and business initiatives, in collaboration with Indigenous peoples. Orla also strives to incorporate Indigenous knowledge and culture into our operations, managing impacts on long-term sustainability, considering historic land use, and providing a culturally sensitive and supportive work environment for all employees.

At Orla, we hold ourselves accountable to uphold the rights and dignity of Indigenous peoples, guided by principles of respect, collaboration, and sustainability in our interactions and operations.

### Engaging with our Stakeholders

Critical to our human rights approach is consulting with stakeholders in a meaningful, transparent manner, and taking their views into consideration in our decision-making processes. We engage with our stakeholders through meetings and consultations to gather input and feedback on many issues including human rights. We also maintain a whistleblower hotline, the Orla Confidence Line, so stakeholders can report any suspected possible human rights concerns or abuses.

After our 2023 Materiality Risk Assessment update, one of the most salient issues that arose was the social licence to operate and public support validation. This further highlights the importance of enhancing our community relations and strengthening our bond with our local stakeholders.



### Security and Human Rights

As a mining company, we use security personnel and systems to protect our assets and people. It is important that we manage security in line with human rights, especially since we operate in areas of heightened human rights risk. Incidents of violence and criminal activity have affected the communities near the Company's operations.

Orla is committed to implementing a human rights and security approach consistent with industry-adopted standards such as the Voluntary Principles on Security and Human Rights, the International Bill for Human Rights, and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. Our efforts to date include:

- Establishing a Security and Human Rights Risk Management Program to assess security and human rights risks associated with our operations.
- Maintaining a Security and Human Rights Management Plan, which sets our steps to address identified risks.
- Overseeing that security personnel, subcontracted through a private company, comply with all regulatory requirements and have completed specific training on how to respect and protect human rights.

## Highlights



**grievances/complaints** reported in 2023 had a human rights element



human rights incidents

### 2023 Highlights

- There were zero reported human rights incidents or adverse impacts on human rights at any of our locations.
- We published a [Human Rights Policy](#) that outlines our pledge to respect and advance human rights in our business activities. We also introduced a [Responsible Procurement Standard](#), marking a significant milestone in our commitment to ethical sourcing practices and with the goal of ensuring that our operations and the precious metals we sell, as well as the products and services we purchase, are manufactured in a manner that is respectful to human rights and the rights of workers.
- To enhance human rights monitoring within our supply chain, and to understand where the risk of modern slavery lies, we mapped out our supply chain to identify the high-risk industries and the high-risk countries in which we operate most. We used the insights to inform some of the content provided in our Modern Slavery Report, released in May 2024, in compliance with the new Canadian modern slavery law.



### 2024 Focus

- **Continue to monitor and map our supply chain to assess our risk exposure to modern slavery.**
- **Further embed human rights into our business practices, aligning with the UNGPs.**
- **Expand our training on human rights issues more widely throughout the company.**
- **Participate in the UN Global Compact accelerate programs to expand our knowledge and tools on a wide range of topics, including:**
  - **Business and Human Rights Accelerator**
  - **Climate Ambition Accelerator**
  - **Target Gender Equality Accelerator**