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## DIVERSITY AND INCLUSION POLICY

### 1. PURPOSE

Capstone Copper Corp. and all of our subsidiaries (“Capstone” or the “Company”) are committed to creating an inclusive culture, supported by our core values, in which differences are recognized and valued. By bringing together people from diverse backgrounds and giving each person the opportunity to contribute their skills, experience and perspectives, we believe that we can deliver the best results and sustainable value for Capstone and its stakeholders.

### 2. DEFINITION

“**Diversity**” is any dimension that can be used to differentiate groups and people from one another and includes, but is not limited to, characteristics such as age, gender identity and expression, race, national or ethnic origin, religion, language and other ethnic distinctions, political beliefs, sexual orientation, physical ability, education, regional and industry experience and expertise and all other protected grounds.

“**Inclusion**” is the practice of leveraging diversity to create a fair, equitable, healthy and high-performing organization where all individuals are respected, feel engaged and motivated, and their contributions towards meeting the Company’s goals are valued.

### 3. SCOPE

This policy applies to all employees of Capstone, directors.

### 4. CAPSTONE’S DIVERSITY AND INCLUSION VISION

1. **Embrace Workforce Diversity** – age, gender identity and expression, race, national or ethnic origin, religion, language and other ethnic distinctions, political beliefs, sexual orientation, physical ability, education, regional and industry experience and expertise and all other protected grounds.
2. **Value Diversity of Thought and Perspective** – leveraging the diverse thinking, skills, experience and working styles of our employees and other stakeholders.
3. **Build a Flexible Organization** – providing opportunities for work arrangements that accommodate the diverse needs of individuals at different career and life stages.
4. **Respect Stakeholder Diversity** – developing strong and sustainable relationships with diverse shareholders, communities, employees, governments and suppliers.

### 5. WHY DIVERSITY AND INCLUSION IS IMPORTANT

We believe diversity and inclusion provides a supportive work environment for all employees and leads to improved business outcomes, allowing Capstone to achieve its vision to become the best managed copper company within our peer group. Specifically, diversity and inclusion:

- **Enhances company culture:** Employees who experience a sense of belonging, commitment and respect are more engaged and are more likely to have higher job satisfaction and be more effective at their work.
- **Improves decision making:** Employees from diverse backgrounds bring a wider range of ideas, experiences, approaches and perspectives to their jobs resulting in more effective problem solving.

- **Increases attraction and retention of employees:** A workplace that values diversity and supports inclusion attracts, engages and retains diverse talented employees who will help the Company achieve its goals.
- **Promotes creativity, productivity and innovation:** Teams with a range of perspectives outperform groups of like-minded experts.
- **Leverages our ability to operate in diverse locations with diverse workforces:** The more diverse our workforce, the more we will be effective when operating in varied locations as we have a better understanding of the unique differences and challenges.
- **Drives business performance:** The cumulative and increased effectiveness of individuals and teams resulting from a diverse and inclusive work environment results in overall better performance at all levels of the Company.

## 6. GUIDING PRINCIPLES

The following key principles and practices underpin our approach to diversity and inclusion:

- **Treating everyone with respect:** No matter their background, job level etc., everyone is to be treated with respect and dignity.
- **Embracing workforce diversity:** Employees must be accepting and respectful of others despite differences that may exist.
- **Valuing diverse perspectives:** We value working environments that encourage and value diverse perspectives, thinking, skills, experience and working styles.
- **Management practices:** Beyond promoting a diverse workforce, leaders strive to ensure our teams include diverse perspectives and to build diversity into their teams.
- **Stakeholders:** When engaging with stakeholders we aim to be as inclusive as possible and to develop strong relationships with diverse shareholders, communities, governments, and suppliers.

## 7. DIVERSITY AND INCLUSION COMMITTEE

Capstone's Diversity & Inclusion Committee was established to support the Senior Leadership Team and Human Resources in developing and implementing a diversity and inclusion strategy, addressing and reporting diversity and inclusion related issues and integrating the diversity and inclusion into Capstone's business practices and operations.

## 8. DIRECTOR AND SENIOR LEADERSHIP TEAM DIVERSITY

Capstone believes that a diverse Board of Directors ("Board") and senior leadership team, including representation of women, helps to broaden the Company's range of perspectives, experiences and expertise required to deliver results for stakeholders.

Capstone also recognizes that its director and its senior leadership team appointments must be based on performance, ability, merit, potential and free of conscious and unconscious bias. Therefore, Capstone ensures a merit based competitive process for appointments. Capstone's commitment to diversity, including the representation of women, on the Board of Directors (the "Board") is an important factor in the recruitment of directors and senior leadership team members.

### ***Application to Directors***

The Board's Governance, Nominating and Sustainability ("GNS") Committee is responsible for identifying qualified individuals for Board vacancies and recommending director nominees to the Board for the next annual general meeting of the shareholders. In so doing, the GNS Committee will consider:

- the competencies and skills that the Board considers to be necessary for the Board, as a whole, to possess;
- the competencies and skills that the Board considers each existing director to possess; and
- the competencies and skills each new nominee will bring to the boardroom.

It is an objective of this policy that diversity be considered in determining the optimal composition of the Board. In reviewing Board composition and identifying suitable candidates for Board appointment or nomination for election to the Board, candidates will be selected based on merit and against objective criteria, and due regard will be given to the benefits of diversity in order to enable the Board to discharge its duties and responsibilities effectively.

Capstone recognizes that gender diversity is a significant aspect of diversity and acknowledges the role that women with the right competencies and skills can play in contributing to diversity of perspective in the boardroom. Accordingly, in order to promote the specific objective of gender diversity, the selection process for Board appointees/nominees will involve the following steps (including where Capstone engages an external recruitment agency to identify and assess candidates):

- a short-list identifying potential candidates for appointment/nomination must be compiled and shall include at least one female candidate for each available Board seat; and
- if, at the end of the selection process, no female candidates are selected, the Board must be satisfied that there are objective reasons to support this determination.

Capstone has set an aspirational target of 30% female directors by 2023.

### ***Application to Senior Leadership Team***

The Human Resources and Compensation Committee ("HR&C") Committee of the Board is responsible for ensuring that Capstone has the necessary programs in place to attract and develop the highest caliber of senior leadership team members and plan for their succession. To ensure that Capstone attracts and retains the best talent in the senior leadership team and that Capstone provides equal employment opportunities for its senior leaders, Capstone will recruit and promote individuals based on performance, ability, merit and potential, and with a commitment to supporting diversity at Capstone.

It is an objective of this policy that diversity be considered in connection with succession planning and the appointment of members of Capstone's senior leadership team.

Capstone recognizes that gender diversity is a significant aspect of diversity and acknowledges the role that women with the right competencies and skills can play in contributing to diversity of perspective in senior leadership positions. Accordingly, in order to promote the specific objective of gender diversity, Capstone will:

- implement practices which address impediments to gender diversity in the workplace and review their availability and utilization;
- regularly review the proportion of women at all levels of Capstone;
- monitor effectiveness of, and continue to expand on, existing initiatives designed to identify, support and develop talented women with leadership potential; and
- continue to identify new ways to entrench diversity as a cultural priority across Capstone.

## **9. RESPONSIBILITY**

It is the responsibility of the GNS Committee to oversee this policy as well as its application to the Board and it is the responsibility of the HR&C Committee to oversee the effectiveness of this policy to Capstone. It is the responsibility of the Chief Executive Officer, with the support from the senior leadership team, the Diversity & Inclusion Committee and Human Resources, to oversee the application of this policy for all employees as well as guide the development of Capstone's diversity and inclusion strategy and monitor our progress.

## **10. PROGRESS MEASURES**

In order to achieve our diversity and inclusion vision, the Company will review, on an annual basis:

- the effectiveness of the director and senior leadership team appointment process at achieving its diversity objectives;
- qualitative feedback from engagement and/or targeted surveys, employee focus groups and roundtables, exit interviews, town hall meetings and other informal sources;
- demographic information regularly; and
- customized, measurable objectives relevant to Capstone locations.

## **11. QUESTIONS**

Any questions regarding this Policy should be directed to a member of the Capstone HR team.

## **12. AMENDMENT**

Capstone may amend this Code at any time in its discretion. This Code may be translated into other languages. In the event of any discrepancy between the original English version and any translation, the English version will prevail.

**Issue Date:** March 23, 2022  
**Review:** Annually  
**Revised Date:**

**Authorized By:** Board of Directors