

## TERMS OF REFERENCE FOR THE HUMAN RESOURCES & COMPENSATION COMMITTEE

### 1. PURPOSE

The Human Resource & Compensation Committee (the “HR&C Committee”) of Capstone Mining Corp. (“Capstone”) is established by the Board of Directors (the “Board”) to implement and assist the Board in fulfilling its oversight responsibilities in relation to human resources and compensation policies and to establish a plan of continuity for the Chief Executive Officer (the “CEO”), executive direct reports to the CEO, all named executive officers and any other members of the senior management team designated by the HR&C Committee (collectively “Executive Officers”).

### 2. COMPOSITION

- A. The HR&C Committee shall consist of a minimum of three members of the Board, all of who shall be non-management directors, and “independent”, as that term is defined in National Instrument 58-101 “Disclosure of Corporate Governance Practices”.
- B. The Board, at its organizational meeting held in conjunction with each annual general meeting of the shareholders, shall appoint the members of the HR&C Committee for the ensuing year. The Board may at any time remove or replace any member of the HR&C Committee and may fill any vacancy in the HR&C Committee.
- C. The Board shall appoint the chair of the HR&C Committee on an annual basis.
- D. The secretary of the HR&C Committee shall be the most senior human resources officer of the company or, failing that, shall be the Corporate Secretary, unless otherwise determined by the HR&C Committee.
- E. The CEO and the most senior human resources officer shall be available to advise the HR&C Committee, shall receive notice of all meetings of the HR&C Committee and may attend meetings of the HR&C Committee as a guest.
- F. The quorum for meetings shall be a majority of the members of the HR&C Committee, present in person or by telephone or other telecommunication device that permits all persons participating in the meeting to speak and to hear each other.

### 3. CORE RESPONSIBILITIES

The duties and responsibilities of the HR&C Committee shall be as follows:

- A. Appointment, Performance Evaluation, and Compensation of the CEO:
  - i. to review corporate strategic goals and objectives approved by the Board relevant to the compensation of the CEO and, in light of those goals and objectives, to recommend to the Board the annual salary, short and long-term incentive compensation and other benefits, direct and indirect, of the CEO
  - ii. to recommend to the Board
    - a) executive compensation, contracts, equity-based and other incentive plans applicable to the CEO

- b) all awards of equity-based compensation to the CEO
  - iii. develop and implement a CEO succession plan
- B. Appointment, Performance Evaluation, and Compensation of Executive Officers:
  - i. annually review and approve the evaluation process and compensation structure for other Executive Officers
  - ii. make recommendations to the Board with respect to the compensation of Executive Officers of Capstone, including, as appropriate, annual salary, short and long-term incentive compensation and other benefits, direct and indirect
  - iii. assess the competitiveness and appropriateness of Capstone's executive compensation plans and policies
  - iv. review shareholdings of all Executive Officers relative to the share ownership guidelines established by the HR&C Committee, including current holdings of share-equivalent units
  - v. consider and as appropriate, approve any agreements, including those addressing retirement, termination of employment or other special circumstances, including terms and conditions of appointments, between Capstone and Executive Officers, for execution by the CEO
  - vi. review management's succession planning for Executive Officers
- C. Non-Executive Director Compensation
  - i. to periodically review the adequacy and form of the compensation of non-executive directors against market data every two years or as required in order to ensure that the compensation realistically reflects the responsibilities and risks involved in being an effective director, and to report and make recommendations to the Board accordingly
- D. Approve Company-Wide Compensation Policies:
  - i. Working in consultation with the CEO to review and approve:
    - a) annual compensation policies and budgets and annual and long-term incentive plans
    - b) the Corporation's broad policies on compensation for all employees
  - ii. to recommend to the Board all awards of equity-based compensation
- E. Review Human Resources Policies and Practices:
  - i. to recommend to the Board human resources policies and practices that align with the Company's values, vision and mission
  - ii. to ensure that Capstone has in place programs to attract and develop employees of the highest calibre
  - iii. monitor strategic labour and socio-economic issues
  - iv. review and monitor Capstone's policies and practices for supporting diversity and inclusion within the workplace

F. Environmental, Social and Governance (ESG)

- i. To assist the Board in ESG oversight as outlined in the Terms of Reference for Board Oversight of Environmental, Social and Governance (“ESG”)

G. Enterprise Risk Management:

- i. to assist the Board in the fulfilment of its enterprise risk management oversight specifically relating to talent management, succession planning and other ESG risks specific to the HR&C Committee and the business risk implications of Capstone’s compensation policies and programs, as well as the compensation of directors.

H. General:

- i. to report regularly to the Board on all of the HR&C Committee’s activities and findings during that year
- ii. to review and pre-approve the compensation and any other services rendered by the external compensation consultants and review the fee, scope and timing of these services
- iii. to develop a calendar of activity to be undertaken by the HR&C Committee for each ensuing year and to submit the calendar in the appropriate format to the Board of Directors within a reasonable period of time following each annual general meeting of shareholders
- iv. to review executive compensation disclosure before publicly disclosed
- v. to layout the agenda for the forthcoming year

#### **4. RESPONSIBILITIES OF THE COMMITTEE CHAIR**

A. The HR&C Committee Chair is responsible for the management and effective performance of the HR&C Committee and to provide leadership to the HR&C Committee in fulfilling its mandate and any other matters delegated to it by the Board. To that end, the Committee Chair’s responsibilities shall include:

- i. Working with the Chair of the Board, the Lead Director (if any), the CEO and the Secretary to establish the frequency of the HR&C Committee meetings
- ii. Providing leadership to the HR&C Committee and presiding over HR&C Committee meetings
- iii. Facilitating the flow of information to and from the HR&C Committee and fostering an environment in which HR&C Committee members may ask questions and express their viewpoints
- iv. Reporting to the Board with respect to the significant activities of the HR&C Committee and any recommendations of the HR&C Committee
- v. Leading the HR&C Committee in periodically reviewing and assessing the adequacy of its mandate and evaluating its effectiveness in fulfilling its mandate

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- vi. Taking such other steps as are reasonably required to ensure that the HR&C Committee carries out its mandate
  - vii. Ensuring the HR&C Committee meets regularly and performs its duties as set out herein.

## **5. AUTHORITY**

The HR&C Committee shall have access to such officers and employees and to such information respecting Capstone, and may engage independent consultants and advisors at the expense of Capstone, all as it considers to be necessary or advisable in order to perform its duties and responsibilities.

## **6. ACCOUNTABILITY**

- A. The HR&C Committee Chair has the responsibility to make periodic reports to the Board, as requested, on governance and human resource matters relative to Capstone.
- B. The HR&C Committee shall report its discussions to the Board by maintaining minutes of its meetings and providing an oral report at the next Board meeting.

## **7. MEETINGS**

Meetings of the HR&C Committee shall be conducted as follows:

- A. The HR&C Committee shall meet at least three times annually at such times and at such locations as the Chair of the HR&C Committee shall determine and may also meet at any other time or times on the call of the Chair of the HR&C Committee or any two of the other members
- B. Agendas for meetings of the HR&C Committee shall be developed by the Chair of the Committee in consultation with management and the Corporate Secretary, and should be circulated to HR&C Committee members one week prior to Committee meetings.
- C. A member of the Committee may be designated as the liaison member to report on the deliberations of the HR&C Committee to the Board.
- D. All meetings shall include an in-camera session of independent directors without management present.

## 8. COMMITTEE WORK PLAN TIMETABLE

- A. The HR&C Committee shall review and assess the adequacy of this Terms of Reference annually and recommend any proposed changes to the Board for approval.
- B. The following timetable outlines the HR&C Committee's schedule of activities during the year

ACTIVITY	Q1	Q2	Q3	Budget / Strategy	Compensation	Year End	Proxy (CD&A)
Annual Review and Update of HR&CC Charter & Calendar of Activity		√					
Compensation-Related Risk Assessment		√					
Annual Review of Share Ownership Levels		√					
Approve Compensation Peer Group (Every 2 Years)		√					
Review Corporate Scorecard (Current Year)				√			
Executive Succession Planning				√			
Executive Officers Market Compensation Analysis (Every 2 Years)			√				
CEO Pay-for-Performance Analysis			√				
Director Compensation Analysis (Every 2 Years)			√				
Executive Compensation Philosophy, Policy & Design Elements Review					√		
CD&A Planning Memo					√		
Approve Corporate Scorecard (Upcoming Year)					√		
Equity Strategy (Grant Timing, Mix, Accounting Ratio & PSU Performance Peer Group Review)						√	
Approve Corporate Scorecard Rating						√	
Approve Executive Officers Compensation (Base Salary & STI)						√	
Approve Equity Grants						√	
Approve CD&A							√

**SITUATIONAL**

(Additional agenda items as needed)

Draft Stock Option Plan Renewal Strategy

Shareholder Engagement

Appointment of Executive Officers and Associated Employment Agreements

Termination of Executive Officers

Changes to Pension/Benefits/Perquisites

Overview of Changes to Broad-Based Employee Compensation Plans

Prepare Corporate Governance and Best Practice Update

Update on Organizational Culture (e.g. Employee Engagement, Diversity & Inclusion, Labour Relations, etc.)

Review of Global People Trends