



CORPORATE PEOPLE POLICY (CPP)

At Capricorn Energy, we believe that our people provide the foundation for our success. We are committed to creating and supporting a professional, talented, diverse and engaged workforce. To meet this commitment, our people management principles, policies, standards and procedures are designed to maximise people and organisational performance, underpinned by our company values of Respect, Relationships and Responsibility (the "3R's").

We will promote a safe, collaborative, and positive work environment for everyone, recognising employee contributions, and providing opportunities for growth and development. We will further support the delivery of business objectives through the adoption of the company's High Performing Behaviours.

Capricorn accepts and embraces its ethical and corporate social responsibilities and recognises its obligation to conduct all business activities in full knowledge of, and compliance with, the requirements of employment legislation applicable in all the countries in which we operate.

Our people principles are to:

- Attract and recruit highly talented people, fairly and without discrimination, on the basis of their qualifications, knowledge, skills, abilities and experience to support the achievement of our vision, values and strategic objectives and contribute to our high performance culture.
- Ensure compliance with all equality of opportunity legislation and good practice to promote, develop and maintain an inclusive workplace and to enhance the successful advancement of diversity in the workforce.
- Encourage a culture where our values of Respect, Relationships and Responsibility are actively embraced and demonstrated by all staff. Promote an ethical and respectful work ethos that adopts trust, fairness and accountability, strong collaboration and teamwork to heighten the sense of community across the Group.
- Give employees access to accurate and complete information to ensure clarity on business objectives and support them in understanding and making informed decisions.
- Foster an open-door approach to allow open and transparent communication, generate ideas, give and receive feedback and manage challenges in a positive way.
- Promote activities that encourage a healthy lifestyle and enhance work-life balance to support high levels of employee engagement.
- Offer training, developmental and educational opportunities wherever possible to all employees to strengthen their expertise and effectiveness. Develop and promote programs that are business-needs based and cost-effective. Encourage our people to take responsibility for their own development, to challenge conventional thinking, share knowledge and create exciting opportunities for them to grow.
- Ensure that our total reward offering is competitive and regularly assessed to reflect the industry and environment in which we operate. Our philosophy is to reward our people fairly on the basis of their performance, behaviours and delivery of objectives and successful outcomes for the Group.

Accountability for this Policy lies with the CEO and Board. Responsibility for compliance with Capricorn's People Policy and standards lies with its officers, Directors, Managers and staff. It is the responsibility of each individual to be aware of and comply with employment legislation (in your country of employment) together with the policies contained in Capricorn's People Management Manual.

A handwritten signature in black ink, appearing to read 'Randy Neely'.

Randy Neely
Chief Executive Officer

Effective Date: January 2026