

## COMPENSATION COMMITTEE CHARTER

### 1. Purposes and Objectives

The Compensation Committee (the "**Compensation Committee**") is a committee of the board of directors (the "**Board**") of Skeena Resources Limited (the "**Company**") to which the Board has delegated certain responsibilities relating to Board compensation and the evaluation and compensation of the Chief Executive Officer (the "**CEO**"), Chief Financial Officer, Chief Operating Officer, Vice President of Exploration and other senior officers of the Company, (collectively, the "**Executives**"). The Compensation Committee will also prepare reports and review disclosure, if and when required, for inclusion in the Company's disclosure documents. In this Charter, the Company and all entities controlled by the Company are collectively referred to as "**Skeena**".

The key objectives of the Compensation Committee are to:

- (a) assist the Board in reviewing Board compensation;
- (b) assist the Board in fulfilling its oversight responsibilities (especially for accountability) in respect of the Company's compensation programs, including, Executive compensation, and related matters, including assisting the Board to identify, assess and manage the implications of the risks associated with the Company's compensation policies and practices;
- (c) identify and discuss with the Board succession and resource planning risks facing the Company and identify ways in which any such risks may be mitigated, including ensuring that Executive compensation is adequate to attract, motivate and retain competent executive personnel; and
- (d) ensure that Executive compensation is directly and materially related to operating performance and is aligned with the short-term and long-term objectives of the Company and its shareholders.

### 2. Membership

- 2.1 The Board will appoint members of the Compensation Committee by resolution. Each member shall serve until his or her successor is appointed, unless he or she shall resign or be removed by a resolution of the Board or he or she otherwise ceases to be a director of the Company.

- 2.2 The Compensation Committee must be composed of no fewer than two (2) members of the Board, each of whom must be independent pursuant to the rules and regulations of all applicable stock exchanges and United States and Canadian securities laws and regulations. The Board will fill any vacancy in the event the Compensation Committee has fewer than two (2) members and may remove members by resolution. On an annual basis, the Board shall make an affirmative determination of the independence of each member of the Compensation Committee.
- 2.3. The Board will select the Chair of the Compensation Committee from amongst its members. Each member shall have the skills and experience which are relevant to the mandate of the Compensation Committee.

### **3. Functions**

#### **3.1 Director Compensation**

The Compensation Committee will:

- (a) periodically review and make recommendations to the Board regarding annual retainer and meeting fees for the directors and committee members (directors who are employees of the Company will not be compensated for their services as directors) to ensure that the compensation of directors realistically reflects the responsibilities and risks involved in being an effective director; and
- (b) propose the terms and awards of equity compensation for directors.

#### **3.2 Oversight of Compensation Programs**

The Compensation Committee will:

- (a) make recommendations to the Board as to the Company's general compensation philosophy and oversee the development and administration of compensation programs;
- (b) periodically review the selection of companies used to benchmark Executive and director compensation;
- (c) oversee the Board's evaluation of management;
- (d) consider and recommend to the Board:
  - (i) bonus and incentive plans applicable to the Executives; and
  - (ii) subject to approval of shareholders and any required regulatory approval, all new incentive-compensation and equity-based compensation plans;
- (e) oversee equity award grant practices;

- (f) assess the effectiveness and appropriateness of all compensation plans on an ongoing basis, including by identifying and assessing the implications of the risks associated with the Company's compensation policies and practices and recommending policies and procedures to manage such risks in support of the Company's enterprise risk management plan; and
- (g) ensure that compensation plans are administered in accordance with applicable laws, stock exchange policies and compensation objectives.

### 3.3 Executive Performance and Compensation

The Compensation Committee will:

- (a) periodically review the Company's compensation strategy to ensure that management is rewarded appropriately and that the Company's executive compensation program is related to the Company's financial performance as well as the performance of individual executives;
- (b) identify and assess the risks associated with the Company's executive compensation policies and practices and recommend policies and procedures to manage such risks;
- (c) identify and assess compensation policies and practices that could encourage an executive officer to take inappropriate or excessive risks;
- (d) review and approve corporate goals and objectives relevant to CEO compensation, evaluate the CEO's performance in light of these corporate goals and objectives and make recommendations to the board with respect to the CEO's compensation based on this evaluation;
- (e) review appropriate criteria for establishing corporate objectives and executive performance targets;
- (f) determine appropriate levels of executive compensation by periodically conducting a thorough competitive evaluation, reviewing proprietary and publicly available information, and if determined to be beneficial by the Compensation Committee, consulting with and receiving advice from an independent executive compensation consulting firm;
- (g) based on the foregoing, determine and approve, the compensation of the CEO, including, without limitation, each of the individual elements of total compensation for the CEO having reference to the Company's performance and relative shareholder return, the value of similar incentive awards to CEOs at comparable companies, and the awards given in past years;
- (h) periodically review employment agreements, severance arrangements and change of control agreements and provisions relating to the Executives;
- (i) review annually and recommend to the Board for approval the individual elements of total compensation for Executives other than the CEO;

- (j) prepare a report on the factors and criteria on which Executive compensation was based, including the relationship of the Company's performance to compensation;
- (k) periodically review the Company's policy on share ownership guidelines and the compliance of both Executives and directors in relation thereto; and
- (l) if applicable, approve the Compensation Committee's annual report on executive compensation for inclusion in the Company's annual filings, in accordance with applicable rules and regulations, and review and approve, prior to publication, the compensation disclosure of the proxy statement and/or management information circular.

#### 3.4 Additional Duties and Responsibilities

The Compensation Committee will also:

- (a) review and reassess the adequacy of this Charter annually and submit any proposed changes to the Board for approval;
- (b) facilitate information sharing with other committees as required to address matters of mutual interest or concern in respect of the Company's compensation matters;
- (c) conduct an assessment of succession and resource planning risks facing the Company and identify ways to mitigate any such risks, including reporting and making recommendations to the Board for consideration with respect to, the overall main human resource policies, trends and organizational issues, including in respect of recruitment, performance, management, compensation, benefit programs, resignations/terminations, training and development of management in relation to succession planning and organizational planning and design;
- (d) report regularly to the Board on its activities, including the results of meetings and reviews undertaken, and any associated recommendations; and
- (e) the Compensation Committee will perform such other functions as are assigned by law and/or by the Board.

#### 4 Meetings

- 4.1 The Compensation Committee will meet semi-annually, or more frequently at the discretion of the members of the Compensation Committee, as circumstances require.
- 4.2 Notice of each meeting of the Compensation Committee will be given to each member. The notice will:
  - (a) be in writing (which may be communicated by electronic transmission);
  - (b) be accompanied by an agenda that states the nature of the business to be transacted at the meeting in reasonable detail;

- (c) to the extent practicable, be accompanied by copies of documentation to be considered at the meeting; and
  - (d) be given at least 48 hours preceding the time stipulated for the meeting, unless notice is waived by the committee members.
- 4.3 A quorum for a meeting of the Compensation Committee is a majority of the members present in person, by telephone or other telecommunication device that permits all persons participating in the meeting to speak and to hear each other.
- 4.4 If the Chair is not present at a meeting of the Compensation Committee, a Chair will be selected from among the members present.
- 4.5 Decisions by the Compensation Committee will be by the affirmative vote of a majority of the members of the Compensation Committee present, or by consent resolutions in writing signed by each member of the Compensation Committee. The Chair will not have a second or deciding vote in the event of an equality of votes.
- 4.6 At each meeting, the Compensation Committee will meet in-camera, without management.
- 4.7 The Chair of the Compensation Committee may invite others to attend any part of any meeting of the Compensation Committee as it deems appropriate. This includes members of management, any employee, the Company's legal counsel, external auditor, as well as consultants and advisors pursuant to Section 5.1 of this Charter.
- 4.8 Minutes will be kept of all meetings of the Compensation Committee. The minutes will include copies of all resolutions passed at each meeting, will be maintained with the Company's records, and will be available for review by members of the Compensation Committee, the Board and the external auditor.
- 4.9 The CEO shall not be present during any vote or deliberations of the Compensation Committee regarding the performance or compensation of the CEO.
- 4.10 The Compensation Committee shall report to the Board regarding such matters as are discussed and approved by the Compensation Committee.

## **5 Other Matters**

- 5.1 The Compensation Committee, in its sole discretion, has the authority to select, engage, remunerate and terminate an executive compensation consulting firm, an executive search firm, independent legal counsel and other advisers to assist it in carrying out its duties, as it deems necessary, including sole authority to approve any such adviser's fees and other retention terms. For certainty, the Compensation Committee shall be directly responsible for the appointment, compensation and oversight of the work of any compensation consultant, independent legal counsel or other adviser retained by the Compensation Committee. The Company shall provide appropriate funding to compensate any advisors that the

Compensation Committee chooses to engage. The Compensation Committee must take into consideration, in selecting any compensation consultant, independent legal counsel or other adviser, all factors relevant to that person's independence from management as outlined in the TSX Company Manual. Such relevant independence factors include, but are not limited to: (a) the provision of other services to Skeena by the person that employs the compensation consultant, legal counsel or other adviser; (b) the amount of fees received from Skeena by the person that employs the compensation consultant, legal counsel or other adviser, as a percentage of the total revenue of the person that employs the compensation consultant, legal counsel or other adviser; (c) the policies and procedures of the person that employs the compensation consultant, legal counsel or other adviser that are designed to prevent conflicts of interest; (d) any business or personal relationship of the compensation consultant, legal counsel or other adviser with a member of the Compensation Committee; (e) any Skeena securities owned by the compensation consultant, legal counsel or other adviser; and (f) any business or personal relationship of the compensation consultant, legal counsel, other adviser or the person employing the adviser with an executive officer of Skeena.

- 5.2 In discharging its duties under this Charter, the Compensation Committee may investigate any matter brought to its attention and will have access to all books, records, facilities and personnel, may conduct meetings or interview any officer or employee, the Company's legal counsel, external auditors and consultants, and may invite any such persons to attend any part of any meeting of the Compensation Committee.
- 5.3 The Compensation Committee's performance shall be evaluated annually by the Board as part of the Board assessment process established by the Board.

*Approved and adopted by the Board on December 9, 2020*