
**Governance, Employee Development,
Nominating and Compensation Committee**

Mandate

Approved by the Board of Directors on
May 04, 2021

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LOBLAW COMPANIES LIMITED

Governance, Employee Development, Nominating and Compensation Committee

Committee Mandate

1. RESPONSIBILITY

The Governance, Employee Development, Nominating and Compensation Committee (the “**Committee**”) is responsible for:

- identifying candidates qualified for election or appointment to the Company’s Board of Directors (“**Board**”);
- determining the number of directors and composition for each of the committees of the Board;
- assisting in educating directors and assessing their performance on an ongoing basis;
- developing the Company’s approach to corporate governance and recommending to the Board corporate governance principles to be followed by the Company;
- discharging the Board’s responsibilities relating to total compensation of senior executives, including reviewing for approval to the Board the adoption of, or any material change in, any of the Company’s executive compensation plans;
- overseeing the Company’s succession planning for senior executives;
- reporting to the shareholders on executive compensation; and
- performing the additional duties set out in this Mandate or otherwise delegated to the Committee by the Board.

2. MEMBERS

The Board must appoint a minimum of three directors to be members of the Committee. The majority of the members of the Committee shall be independent.

For the purpose of this Mandate, a director is “independent” if he or she would be independent within the meaning of the applicable Canadian securities laws, as the same may be amended from time to time.

3. CHAIR

Each year, the Board shall appoint one member to be Chair of the Committee who shall be an independent director. If, in any year, the Board does not appoint a Chair, the incumbent Chair shall continue in office until a successor is appointed. In accordance with the mandate of the Board, the Chair of the Committee shall act as Lead Director. The Board has adopted and approved a position description for the Chair which sets out his or her role and responsibilities.

4. TENURE

Each member shall hold office until his or her term as a member of the Committee expires or is terminated.

5. QUORUM, REMOVAL AND VACANCIES

A majority of the Committee's members shall constitute a quorum. Any member may be removed and replaced at any time by the Board. The Board shall fill vacancies in the Committee by appointment from among the members of the Board. If a vacancy exists on the Committee, the remaining members shall exercise all powers so long as a quorum remains in office.

6. DUTIES

The Committee will have the duties set out below as well as any other duties that are specifically delegated to the Committee by the Board.

(a) Board Succession Plan

The Committee shall develop and maintain, as required, a Board succession plan.

The Committee will consider resignations received pursuant to the Company's majority voting policy and make recommendations to the Board on whether or not such resignations should be accepted.

(b) Establish and Assess Director Qualifications and Independence

The Committee shall establish the qualification standards for directors relating to, among other things, the competencies, skills and personal qualities that should be sought in candidates for Board membership, having in mind the skills and competencies the Board as a whole should possess. The Committee shall also annually assess the competencies and skills of the Board.

The Committee shall conduct an annual assessment of the independence of each director with reference to the applicable Canadian corporate governance guidelines and securities law.

(c) Identify Candidates for Nomination as a Director

The Committee shall develop and recommend to the Board from time to time a list of candidates for Board election or appointment with a view to enhancing the independence and quality of nominees to be elected by the shareholders at the annual general meeting of shareholders, and with consideration to diversity of views, experiences, skill sets, gender and ethnicity, and to the Board's aspiration to reflect the diverse and changing demographics of the markets in which the Company operates. The Committee should determine if each such candidate would be an independent director within the meaning of the relevant securities rules.

The Chair of the Committee, with the assistance of the Chairman and President and one or more other directors appointed by the Board, should approach candidates for Board membership, to:

- explore the candidates' interest in joining the Board and seek their consent to act as a director;
- assess the candidates' skills and competencies; and
- confirm that interested candidates understand the role of a director and the contribution a director is expected to make to the Board, including the commitment of time and energy that the Company expects of its directors.

The Committee shall from time to time consider the appropriate size of the Board with a view to facilitating proper decision making.

(d) Review of Annual Director Voting Results

The Committee will review and consider the voting results for each individual nominee director following the annual general meeting of shareholders. The Committee will consider any resignation submissions resulting from the voting at the annual general meeting of shareholders.

(e) Orientation and Continuing Education of Directors

The Committee should take steps to satisfy itself that:

- new directors are given a proper orientation to both the Company and their responsibilities and duties as directors; and
- the Company provides appropriate continuing education opportunities for directors.

(f) Recruit Directors for Board Committees and Filling Vacancies

The Committee will recommend to the Board those directors the Committee considers qualified for appointment to the Audit Committee, the Governance, Employee Development, Nominating and Compensation Committee, the Risk and Compliance Committee and the Pension Committee. Where a vacancy occurs at any time in the membership of any committee of the Board, the Committee will recommend to the Board a director to fill such vacancy.

(g) Performance Assessment of the Board, Board Committees and Individual Directors

The Committee will review on an annual basis the effectiveness and performance of the Board, and all committees of the Board.

The Committee will evaluate directors on an ongoing basis to assess their suitability for re-election.

(h) Develop Approach to Corporate Governance

The Committee has the authority and responsibility to review the Company's overall approach to corporate governance and to make recommendations to the Board in this regard. Among other things, the Committee has the authority and responsibility to:

- develop or review the mandates of the Board and this Committee and recommend to the Board the adoption of or amendments to the mandates;

- consider and recommend the implementation of structures and procedures to ensure that the Board can function independently of management and without conflicts of interest, including scheduling, at regular intervals, meetings of the Board without management present;
- monitor the relationship between officers and the Board, and recommend a process whereby the directors will have access to, and have an effective relationship with, management of the Company;
- at least annually, review the equity-based holdings of the directors and senior executive officers relative to the Company's Share Ownership Policy;
- be available as a forum for addressing the concerns of individual directors;
- work with the Chairman and President and other members of management to ensure that the Company has a strong corporate governance culture; and
- monitor developments in the area of corporate governance and undertake other initiatives that may be desirable to maintain high standards of corporate governance.

(i) Code of Conduct

The Committee shall monitor the effectiveness of the Company's code of conduct (the "Code") to confirm that it appropriately addresses, among other things, conflicts of interest, corporate opportunities, confidentiality, fair dealing, protection and proper use of the Company's assets, compliance with applicable laws and the reporting of illegal or unethical behaviour, and also establish mechanisms to facilitate the effective operation of the Code and the granting of waivers of the Code. The Committee shall approve any material waivers of the Code that are sought by directors or officers. It is acknowledged that the Audit Committee receives periodic reporting on any material matters arising from known or suspected violations of the Code as it relates to financial and accounting matters.

(j) Succession Planning

The Committee shall review the Company's organizational structure, consider succession planning for senior executives and recommend policies and principles for the selection and performance review of the senior executives, including the Chairman and President, as well as policies regarding the appointment, training and monitoring of other senior executives.

(k) Incentive Compensation Plans and Equity-Based Plans

The Committee shall:

- make recommendations to the Board with respect to adoption and amendment of executive incentive compensation plans and equity-based plans;
- approve any employment inducement option awards or other equity-compensation awards;
- approve all stock options granted under the Company's stock option plan including the entitlement, vesting, exercise price and all other matters relating to the plan; and
- approve all incentive bonus plans and all awards under such plans.

(l) Employment Agreements

The Committee shall review and approve the terms of employment of the Company's named executive officers (NEOs) as disclosed in the Company's proxy circular.

(m) Assessment and Compensation of the Chairman and President

The Committee shall:

- together with the Chairman and President, develop a position description for the Chairman and President, setting out the Chairman and President's authority and responsibilities;
- review and approve the corporate goals and objectives that are relevant to the compensation of the Chairman and President; and
- evaluate the performance of the Chairman and President in meeting his respective goals and objectives.

When determining the long-term incentive component of the compensation of the Chairman and President, the Committee shall consider the Company's performance and relative shareholder return and the value of similar incentive awards granted to senior executives of comparable organizations.

(n) Total Compensation of Senior Executives

The Committee shall approve the compensation of the NEOs and may periodically assess the NEO compensation in light of the compensation paid to NEOs of comparable organizations. The Committee shall review and approve the total compensation of each of the Company's senior executives, including executive compensation plans, pension and retirement benefits, health and welfare benefits and any other perquisites granted to senior executives.

(o) Compensation of Board Members

The Committee shall review, and recommend to the Board, the compensation to be paid to the directors and to members and chairs of Board committees.

(p) Disclosure of Executive Compensation

The Committee shall be responsible for reviewing all public disclosure relating to executive compensation, including the Compensation Discussion and Analysis contained in the Company's proxy circular.

7. REPORTING

The Committee shall report to the Board on:

- the effectiveness of the Board and all committees of the Board, other than the Governance, Employee Development, Nominating and Compensation Committee;
- the approval of stock option grants under the Company's stock option plan;
- the approval of all incentive bonus plans;

- the review and approval of the corporate goals and objectives relevant to the compensation of the Chairman and President;
- the approval of the compensation of the NEOs;
- the approval of the compensation plans for senior executives;
- the compensation to be paid to directors and to the members and chairpersons of board committees;
- the preparation of the Company's management proxy circular; and
- all other material matters dealt with by the Committee.

8. REVIEW AND DISCLOSURE

This Mandate shall be reviewed by the Committee at least annually and be submitted to the Board for approval with such amendments as the Committee proposes.

This Mandate shall also be posted on the Company's website.

9. FREQUENCY OF MEETINGS AND *IN CAMERA* SESSIONS

The Committee shall meet as frequently as the Committee deems appropriate to accomplish its mandate. Following each regularly-scheduled meeting of the Committee, the Committee members shall meet *in camera*.

10. RETENTION OF EXPERTS

The Committee may engage such special executive compensation, legal, accounting or other experts, without Board approval and at the expense of the Company, as it considers necessary to perform its duties.