

**CWC ENERGY SERVICES CORP. (the "Corporation")**

**COMPENSATION AND CORPORATE GOVERNANCE COMMITTEE**

**MANDATE AND TERMS OF REFERENCE**

**Role and Objective**

The purpose of the Compensation and Corporate Governance Committee (the "**Committee**") is to assist the Board of Directors in fulfilling its responsibility by reviewing matters relating to the human resources policies and compensation of the directors, officers and employees of CWC in the context of the budget and business plan of CWC. The Committee is also delegated with the responsibility for developing the approach of CWC to matters concerning corporate governance and, from time to time, shall review and make recommendations to the Board as to such matters.

**Membership of Committee**

1. The Committee shall consist of not less than three (3) directors of CWC or such greater number as the Board may determine from time to time and the majority of the members of the Committee shall be "independent" (as such term is used in Multilateral Instrument 52-110 – Audit Committees ("**MI 52-110**") unless the Board determines that the exemption contained in MI 52-110 is available and determines to rely thereon.
2. The Board of Directors may from time to time designate one of the members of the Committee to be the Chair of the Committee.
3. If the Chairman of the Committee is not present at any meeting of the Committee, one of the other members of the Committee present at the meeting shall be chosen to preside by a majority of members of the Committee present at such meeting.

**Mandate and Responsibilities of Committee**

1. Corporate Governance Matters – The Committee has the overall responsibility for reviewing the corporate governance practices of the Corporation and assessing the functioning and effectiveness of the Board, its committees and its individual members.

The Committee shall:

- annually review the mandates of the Board and its committees and recommend to the Board such amendments to those mandates as the Committee believes are necessary or desirable;
- consider and, if thought fit, approving requests from directors or committees of directors of the engagement of special advisors from time to time;
- prepare and recommend to the Board annually a statement of corporate governance practices to be included in the Corporation's annual report or information circular as required by all of the stock exchanges on which the shares of the Corporation are listed and any other regulatory authority;
- make recommendations to the Board as to which directors should be classified as "independent directors", "related" directors or "unrelated" directors pursuant to any such report or circular;
- review on a periodic basis the composition of the Board and ensuring that an appropriate number of independent directors sit on the Board, analyzing the needs of the Board and recommending nominees who meet such needs;

- assess, at least annually, the effectiveness of the Board as a whole, the committees of the Board and the contribution of individual directors (including the competencies and skills that each individual director is expected to bring to the Board), including considering the appropriate size of the Board;
- recommend suitable candidates for nominees for election or appointment as directors, and recommend the criteria governing the overall composition of the Board and governing the desirable individual characteristics for directors and in making such recommendations, the Committee should 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;
  - the competencies and skills each new nominee will bring to the boardroom; and
  - whether each new nominee can devote sufficient time and resources to his or her duties as a member of the Board.
- as required, develop, for approval by the Board, an orientation and education program for new recruits to the Board;
- act as a forum for concerns of individual directors in respect of matters that are not readily or easily discussed in a full Board meeting, including the performance of management or individual members of management or the performance of the Board or individual members of the Board;
- develop and recommend to the Board for approval and periodically review structures and procedures designed to ensure that the Board can function effectively and independently of management;
- making recommendations to the board of directors regarding appointments of corporate officers and senior management;
- review annually the Committee's Mandate and Terms of Reference;
- review and consider the engagement, at the expense of the Corporation, of professional and other advisors by any individual director when so requested by any such director;
- establish, review and update periodically a Code of Business Conduct and Ethics (the "**Code**") and ensure that management has established a system to monitor compliance with the Code; and
- review management's monitoring of the Corporation's compliance with the Code.

2. Compensation Matters – The Committee shall be responsible:

- to review the compensation philosophy and remuneration policy for officers and employees of the Corporation and to recommend to the Board changes to improve the Corporation's ability to recruit, retain and motivate officers and employees;
- to consider the implications and the risks associated with the Corporation's compensation policies and practices;

- to review and recommend to the Board any retainer and/or fees to be paid to members of the Board;
- to review and approve corporate goals and objectives relevant to the compensation of the Chief Executive Officer ("CEO"), evaluate the CEO's performance in light of those corporate goals and objectives, and determine (or make recommendations to the Board with respect to) the CEO's compensation level based on such evaluation;
- to annually receive from the President and Chief Executive Officer recommendations concerning annual compensation policies and budgets for all employees;
- to recommend to the Board with respect to non-CEO officer and director compensation including to review management's recommendations for proposed stock option, share purchase plans and other incentive-compensation plans and equity-based plans for non-CEO officer and director compensation and make recommendations in respect thereof to the Board;
- to administer the stock option plan approved by the Board in accordance with its terms including the recommendation to the Board (and if delegated authority thereunder, approve) the grant of stock options in accordance with the terms thereof;
- to determine and recommend for approval of the Board bonuses to be paid to officers and employees of the Corporation and to establish targets or criteria for the payment of such bonuses, if appropriate;
- to review the disclosure as to compensation matters included in the information circular – proxy statement of the Corporation as mandated by applicable securities laws including, without limitation, the Compensation Discussion and Analysis included therein, prior to the Corporation publicly disclosing such information; and
- to review compliance with securities regulatory requirements governing executive compensation committees and executive compensation reporting of public companies.

#### **Meetings and Administrative Matters**

1. At all meetings of the Committee every question shall be decided by a majority of the votes cast. In case of an equality of votes, the Chairman of the meeting shall be entitled to a second or casting vote.
2. The Chair will preside at all meetings of the Committee, unless the Chair is not present, in which case the members of the Committee that are present will designate from among such members the Chair for purposes of the meeting.
3. A quorum for meetings of the Committee will be a majority of its members, and the rules for calling, holding, conducting and adjourning meetings of the Committee will be the same as those governing the Board unless otherwise determined by the Committee or the Board.
4. The Committee shall meet at least semi-annually at the call of the Chairman. The Chairman may call additional meetings as required. In addition, a meeting may be called by the Board Chairman, the President and Chief Executive Officer, or any member of the Committee.
5. Agendas, approved by the Chair, will be circulated to Committee members along with background information on a timely basis prior to the Committee meetings.
6. The Committee may invite such officers, directors and employees of the Corporation as it sees fit from time to time to attend at meetings of the Committee and assist in the discussion and consideration of the matters being considered by the Committee.

7. Minutes of the Committee will be recorded and maintained and circulated to directors who are not members of the Committee or otherwise made available at a subsequent meeting of the Board at the request of the directors.
8. The Committee may retain persons having special expertise and may obtain independent professional advice to assist in fulfilling its responsibilities at the expense of the Corporation.
9. Any members of the Committee may be removed or replaced at any time by the Board and will cease to be a member of the Committee as soon as such member ceases to be a director. The Board may fill vacancies on the Committee by appointment from among its members. If and whenever a vacancy exists on the Committee, the remaining members may exercise all its powers so long as a quorum remains. Subject to the foregoing, following appointment as a member of the Committee, each member will hold such office until the Committee is reconstituted.
10. Any issues arising from these meetings that bear on the relationship between the Board and management should be communicated to the Chairman of the Board by the Committee Chair.
11. The Committee, upon approval by a majority of the members of the Committee, may delegate its duties and responsibilities to subcommittees of the Committee.

*Reviewed – April 23, 2020*