

# **CORPORATE GOVERNANCE AND COMPENSATION COMMITTEE CHARTER**

Effective November 7, 2017

## **1. PURPOSE**

- 1.1 The Corporate Governance and Compensation Committee (the "**Committee**") is appointed by the board of directors (the "**Board**") of the Fortress Global Enterprises Inc. (the "**Company**") to discharge the Board's responsibilities relating to: (i) the making of recommendations to the Board regarding the hiring, appointment and termination of officers, executives and other key employees; (ii) advising the Board with respect to the filling of vacancies on the Board and making recommendations as to nominees for the Board; (iii) managing the corporate governance systems of the Board; and (iv) setting the compensation of the Company's directors and officers. The Committee has overall responsibility for: (i) ensuring that the Company meets applicable legal, regulatory and (self-regulatory) business principles and 'codes of best practice' of corporate behavior and conduct; and (ii) approving and evaluating the directors' and officers' compensation plans, policies and programs of the Company. The Committee is also responsible for producing an annual report on executive compensation for inclusion in the Company's management information circular or similar filings with regulatory authorities.

## **2. COMPOSITION OF COMMITTEE**

- 2.1 The Committee shall consist of no fewer than two Board members. Unless the Board otherwise determines, all of the members of the Committee shall at all times meet the independence requirements of National Instrument 58-101 – "Disclosure of Corporate Governance Practices", as same may be amended from time to time.
- 2.2 The members of the Committee shall be appointed by the Board. The Committee members may be replaced by the Board, as the Board shall determine from time to time. There shall be a chair of the Committee, who shall be appointed by the Board.

## **3. AUTHORITY AND RESPONSIBILITIES**

- 3.1 The Committee shall have the following authority and responsibilities in respect of its corporate governance mandate:
- (a) manage the corporate governance systems for the Board;
  - (b) assist the Board to fulfill its duty to meet applicable legal, regulatory and (self-regulatory) business principles and 'codes of best practice' of corporate behavior and conduct;
  - (c) assist in the creation of a corporate culture and environment of integrity and accountability;
  - (d) in conjunction with the chair of the Board, monitor the quality of the relationship between the Board and management of the Company;
  - (e) review management's succession plans for senior management;

- (f) develop and monitor the Company's overall approach to corporate governance issues and, subject to approval by the Board, implement and administer this process;
- (g) advise the Board or any of the committees of the Board of any corporate governance issues which the committee determines ought to be considered by the Board or any such committees;
- (h) review with the Board, on a regular basis, but not less than annually, the terms of reference for the Board, each committee of the Board, the chair and the Chief Executive Officer;
- (i) review with the Board, on a regular basis, the methods and processes by which the Board fulfils its duties and responsibilities, including without limitation:
  - (i) the size of the Board;
  - (ii) the number and content of meetings;
  - (iii) the annual schedule of issues to be presented to the Board at its meetings or those of its committees;
  - (iv) material which is to be provided to the directors generally and with respect to meetings of the Board or its committees;
  - (v) resources available to the directors; and
  - (vi) the communication process between the Board and management;
- (j) make recommendations to the Board regarding changes or revisions to the Board's corporate governance guidelines;
- (k) maintaining an 'inventory' of existing Board competencies, including knowledge, skills and experience;
- (l) monitoring and reviewing the tenure of directors on the Board and, from time to time, recommending to the Board appropriate director succession plans;
- (m) establishing procedures for the recruitment of potential new director candidates to the Board, including recommending to the Board the appropriate qualifications and selection criteria for directors;
- (n) evaluate and make recommendations to the Board with respect to filling of vacancies on the Board and making recommendations as to nominees for the Board;
- (o) overseeing the development and implementation of orientation procedures for new directors;
- (p) evaluate and make recommendations to the Board concerning the appointment of directors to the committees and the selection of Board committee chairs;

- (q) annually evaluate and report to the Board on the performance and effectiveness of the Board;
- (r) monitoring and reviewing the gender composition of directors and senior management and annually reporting to the Board thereon;
- (s) review individual specific training requirements, including timing, for key executives and managers of the Company;
- (t) annually, in conjunction with the Chief Executive Officer and senior management of the Company, review key human resources, goals, policies and plans;
- (u) annually, in conjunction with the Chief Executive Officer, evaluate the performance of the Company's management (other than the Chief Executive Officer). Conduct an annual review of succession planning and report its findings and recommendations to the Board including regarding the hiring, appointment and termination of officers, executives and other key employees;
- (v) evaluate and lead the Board's annual review of the Chief Executive Officer's performance;
- (w) establish a procedure for:
  - (i) The receipt, retention and treatment of complaints received by the Company regarding violations or suspected violations of the Company's code of business conduct and ethics (the "Code of Conduct"); and
  - (ii) The confidential, anonymous submission by employees of the Company of concerns regarding violations or suspected violations of the Code of Conduct;
- (x) engage and compensate, at the Company's expense, any outside advisor that it determines to be necessary to permit it to carry out its duties; and
- (y) take such other action with respect to corporate governance matters as may be delegated from time to time by the Board.

3.2 In the event that the Company is legally required, by contract or otherwise, to provide any third-party with a right to nominate directors, the selection and nomination of those directors need not involve the approval of the Committee.

3.3 The Committee shall have the following authority and responsibilities in respect of its compensation mandate:

- (a) annually review and approve corporate goals and objectives relevant to the compensation of the chief executive officer of the Company, evaluate the chief executive officer's performance in light of those corporate goals and objectives and determine (or make recommendations to the Board with respect to) the chief executive officer's compensation level based on this evaluation;
- (b) review and approve compensation of the chief executive officer and review compensation of other executive officers, including salary, bonus and incentive compensation levels;

deferred compensation; executive perquisites; equity compensation (including awards to induce employment); severance arrangements; change-in-control benefits and other forms of executive officer compensation. The Committee shall meet without the presence of other executive officers when approving the chief executive officer's compensation but may invite the chief executive officer to be present during approval of other executive officer compensation;

- (c) periodically review and make recommendations to the Board with respect to incentive compensation plans, equity-based plans and management retention plans. The Committee shall review and approve (i) all tax-qualified, nondiscriminatory employee benefit plans and (ii) all parallel non-qualified plans, pursuant to which (in the case of plans referred to in clauses (i) and (ii)) options or stock may be acquired by directors, officers, employees or consultants of the Company;
- (d) make recommendations to the Board with respect to option grants and stock awards under the Company's stock option, stock incentive, employee stock purchase and other equity-based plans;
- (e) periodically review and make recommendations to the Board with respect to director compensation (including compensation for members of committees of the Board);
- (f) review periodic reports from management relating to the Company's personnel appointments and priorities;
- (g) prepare an annual report on executive compensation for inclusion where necessary in the Company's management information circular or similar filings with applicable regulatory authorities;
- (h) engage and compensate, at the Company's expense, any outside advisor that it determines to be necessary to permit it to carry out its duties;
- (i) review executive compensation disclosure before the Company publicly discloses this information; and
- (j) take such other action with respect to compensation matters as may be delegated from time to time by the Board.

3.4 The Committee may invite such directors, officers and employees of the Company or other advisors at it may see fit from time to time to attend meetings and assist in the discussion and consideration of the business of the Committee.

3.5 The Committee may periodically review and reassess the adequacy of this Committee Charter and recommend any proposed changes to the Board for approval.

#### **4. SUBCOMMITTEES AND REPORTING TO THE BOARD**

4.1 The Committee may form and delegate authority to subcommittees if deemed appropriate by the Committee.

- 4.2 The Committee shall meet as often as it determines appropriate to carry out its responsibilities under this Committee Charter. The Committee shall report to the Board following each meeting and at such other times as the chair of the Committee may determine to be appropriate.
- 4.3 The minutes of all meetings of the Committee shall be made available for review by any member of the Board on request to the chair of the Committee.