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## TERMS OF REFERENCE FOR THE HUMAN RESOURCES AND GOVERNANCE COMMITTEE

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### 1. PURPOSE

- A. At Morguard Real Estate Investment Trust (the “TRUST”), corporate governance means the process and structure, used to supervise the business and affairs of the TRUST, with the objective of fostering the long term success of the TRUST, which includes ensuring the financial viability of the business, all consistent with the Board’s duty to act in the best interests of the TRUST. The process and structure define the division of power, and establish mechanisms for achieving accountability among unitholders, the board of trustees (the “Board”) of the TRUST and management of the TRUST.
- B. The purpose of the Human Resources & Governance Committee (“the **Committee**”) of the Board is:
  - i. To provide a focus on governance that will enhance the TRUST’s performance and oversee and advise the Board with respect to corporate governance matters. The Committee assesses and makes recommendations regarding Board effectiveness, makes recommendations to the board with respect to assignments to committees of the Board and establishes and leads the process for identifying, recruiting, appointing, re-appointing and providing ongoing development for trustees and monitors their work performance; and
  - ii. To assist the Board in fulfilling its’ obligations relating to compensation and establishing a plan of continuity and development of senior management; and
  - iii. To establish policies and procedures designed to identify and mitigate risks associated with the TRUST’s compensation policies and practices.

### 2. COMPOSITION AND OPERATIONS

- A. The Committee shall be composed of not fewer than three trustees, a majority of whom shall be independent within the meaning of Multilateral Instrument 52-110 (as the same may be amended or replaced from time to time). Specifically, a trustee will be considered independent if he or she is free from any relationship that, in the view of the Board, could reasonably interfere with the exercise of his or her independent judgement as a member of the Committee.
- B. The membership of the Committee will represent a diverse background of experience and skills. To ensure the Committee has the expertise to carry out its mandate, it is intended that its members will have, or acquire within a reasonable period of time after being appointed, an understanding of relevant issues relating to governance and compensation.
- C. The Committee shall have the authority to delegate tasks to individual members and subcommittees.
- D. The Committee shall have the authority to engage and compensate any outside advisor that it determined to be necessary to permit it to carry out its duties.
- E. The Committee may invite such officers, trustees and employees and consultants of the TRUST as it may see fit, from time to time, to attend at meetings of the Committee, and assist in the discussion and consideration of matter under consideration by the Committee.
- F. The Committee shall meet at least twice each year. The members of the Committee shall determine the time and place where meetings of the Committee shall be held, the calling of meetings and the procedure at such meetings.

- G. Committee members shall recommend for approval by the Board one member of the Committee as its Chairperson. The Chair of the Committee so appointed shall preside as Chair at Committee meetings. If the Chair is not present at any meeting of the Committee, the Committee, among the members present, shall choose the Chair of the meeting. From time to time, the Chairperson may establish such rules that are necessary and proper to conduct the business of the Committee.
- H. The secretary to the Committee will be either the Secretary of the TRUST or his or her delegate.
- I. The members of the Committee shall be appointed by the Board at the first meeting of the Board, following each Annual Meeting of unitholders of the TRUST.
- J. Any member of the Committee may be removed or replaced at any time by the Board and shall cease to be a member of the Committee on ceasing to be a trustee. The Board may fill vacancies on the Committee by election from among its number. If and whenever a vacancy shall exist on the Committee, the remaining members may exercise all its powers so long as a quorum remains in office. Subject to the above, each member of the Committee shall hold office as such until the next Annual Meeting of Unitholders after his/her election.

### 3. DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Committee has the responsibility to:

- A. Develop, and annually update, a long-term plan for Board composition that takes into consideration the current strengths, skills and experience on the Board, retirement dates and the strategic direction of the TRUST.
- B. Developing recommendations regarding the essential and desired experiences, competencies, skills and personal qualities for potential trustees, taking into consideration the Board's short-term needs and long-term succession plans.
  - i. In making its recommendations, the Committee should consider: (a) the competencies and skills that the Board considers to be necessary for the board, as a whole, to possess; (b) the competencies and skills that the Board considers each existing trustee to possess; and (c) the competencies and skills each new nominee will bring to the boardroom. The Committee should also consider whether or not each new nominee can devote sufficient time and resources to his or her duties as a board member; and
  - ii. In making its recommendations regarding individuals qualified to serve as Board members, the Committee will consider many factors with regard to each candidate, including character, judgment, diversity, prior experience, independence, demonstrated leadership skills, the interplay of the candidate's experience with the experience of other Board members, the extent to which the candidate would be desirable as a member of any committees of the Board, the candidate's willingness to devote substantial time and effort to Board responsibilities and input, if any, from the Trust's controlling shareholder. The Committee is committed to actively seeking out highly qualified women and individuals from minority groups to include in the pool from which Board nominees are chosen.
- C. Reviewing and making recommendations to the Board concerning any change in the number of Trustees composing the Board.
- D. Overseeing the recruitment, selection and nomination of candidates as trustees of the TRUST, other than Morguard's nominees.
- E. Review the continued appropriateness of Board membership for any trustee who fails to receive the required vote for re-election at the annual meeting of shareholders, and recommend action to be taken, if any, to the Board.

- F. Consider the performance of incumbent members of the Board in determining whether to recommend that they be nominated for re-election as well as evaluate and recommend taking action concerning the continued membership of individual directors in appropriate circumstances.
- G. Review and recommend to the Board an appropriate course of action in response to the resignation of current Board members.
- H. Organizing an orientation and education program for new trustees as to the nature and operation of the TRUST and its business, as to the role of the Board, its committees, the Chair of the Board and the Lead Trustee of the Board (if applicable), and as to the contribution that an individual trustee is expected to make.
- I. Coordinating continuing trustee development programs to enable the trustees to maintain or enhance their skills and abilities as trustees as well as ensuring their knowledge and understanding of the TRUST and its business remains current.
- J. Considering and approving proposals by the trustees to engage outside advisers on behalf of the Board as a whole or on behalf of the independent trustees.
- K. Reviewing and approving the compensation paid by the TRUST, if any, to consultants of the TRUST.
- L. Reviewing and making recommendations to the Board concerning the level and nature of the compensation payable, if any, to the trustees and officers of the TRUST.
- M. Ensure compensation policies and practices for the trustees, the CEO and the senior executives:
  - i. properly reflect their respective duties and responsibilities;
  - ii. are competitive in attracting, retaining and motivating people of the highest quality;
  - iii. align the interests of the trustees, the Chief Executive Officer and the senior executives with unitholders and the TRUST as a whole;
  - iv. are based on established business and individual performance objectives; and
  - v. do not encourage the taking of inappropriate or excessive risks.
- N. Administering any unit option or purchase plan of the TRUST or any other compensation incentive programs, having regard to the TRUST's business objectives and the risks to which it is exposed.
- O. Assessing the performance of the CEO, the officers and other members of the executive management team of the TRUST in light of pre-established performance objectives and report its conclusions to the Board.
- P. Assessing the effectiveness of the Board, each of its committees and individual trustees. Trustees will be regularly surveyed to form the basis of such assessment and such assessment will be reviewed by the Chair of the Board, with the exception of the assessment of the Chair of the Board and the non-Independent Trustees, which will be reviewed by the Lead Trustee.
- Q. At the request of the Chair of the Board or the Board, undertake such other corporate governance initiatives, as may be necessary or desirable to contribute to the success of the TRUST.
- R. Oversee the TRUST's corporate social responsibility and ESG activities and reporting.
- S. Oversee the TRUST's crisis management planning and activities.
- T. Oversee and review the TRUST's privacy, information governance and digital security compliance programs.
- U. Review and be informed on the TRUST's material litigation and related risks.
- V. Review related party transactions and make recommendations to the Board, as appropriate.

- W. Recommend to the Board any reports or initiatives on corporate governance that may be required or considered advisable.
- X. Review any unitholders proposals and recommend to the Board the TRUST's response to the proposals.
- Y. Review all annual executive compensation disclosure before it is publicly released.
- Z. The foregoing list of duties is not exhaustive, and the Committee may, in addition, perform such other functions as may be necessary or appropriate for the performance of its duties.

#### 4. ACCOUNTABILITY

- A. The Committee shall report its discussions and recommendations to the Board by distributing the minutes of its meetings and, where appropriate, by oral report at the next Board meeting.
- B. Minutes of all committee meetings will be subsequently reviewed and approved by the Committee.
- C. For the purposes of performing their duties, the members of the Committee shall have the right at all reasonable times to inspect all the books and records of the TRUST and its subsidiaries, and to discuss with management and officers, such accounts, records and matters relating to remuneration paid by the TRUST.

#### 5. COMMITTEE TIMETABLE

The Chair of the Committee will, in consultation with other members of the Committee and the appropriate officers of the Trust, be responsible for calling meetings of the Committee, establishing the agenda for the meetings and conducting the meetings of the Committee. The Committee may meet in executive session, including with its advisors, as it deems necessary or appropriate.