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**ALIMENTATION COUCHE-TARD INC.**  
**(THE “CORPORATION”)**

**HUMAN RESOURCES AND CORPORATE GOVERNANCE COMMITTEE CHARTER**

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Adopted by the Board of Directors on: June 29, 2020  
Amended by the Board of Directors on: June 28, 2022

**Alimentation Couche-Tard Inc.**  
**(the "Corporation")**

**HUMAN RESOURCES AND CORPORATE GOVERNANCE COMMITTEE CHARTER**

**1. Purpose**

The role of the Human Resources and Corporate Governance Committee (the "**HR&CG Committee**") is to assist the board of directors of the Corporation (the "**Board**") in carrying out its responsibilities by dealing with matters relating to environmental, social and corporate governance ("ESG"), ethical risk, Board nomination and membership and compensation and making recommendations to the Board as appropriate.

**2. Duties and Responsibilities**

In furtherance of its purpose, the HR&CG Committee shall assume the following duties and responsibilities:

*Environmental, Social and Corporate Governance*

1. Oversee and advise the Board on the Corporation's goals, strategies, and commitments related to sustainability and ESG, including climate risks and opportunities, human rights and human capital management, community and social impact, and diversity and inclusion.
2. To approve and oversee implementation of sustainability policies;
3. Commit to maintaining continuous oversight in the management of the Corporation's environmental impact and to the longer-term goal of developing sustainable business practices, including developing ESG priorities with management as part of the Corporation's strategic oversight and ensuring tangible metrics are put in place to reward management for executing on these priorities;
4. Oversee the promotion of environmental care, increase understanding of Corporation's environmental issues and oversee dissemination of good practice across the Corporation and public disclosure;
5. Review, monitor and assess certain social responsibility objectives and initiatives of the Corporation, including with respect to diversity and inclusion objectives.
6. Monitor measurable objectives on diversity, including gender and social and ethnic background;
7. Oversee and advise the Board on the Corporation's sustainability and ESG-related engagement efforts with shareholders and other key stakeholders

8. Develop, review and recommend at least annually to the Board a set of corporate governance guidelines in accordance with applicable laws, regulations and review of best practices;
9. Oversee the Corporation's corporate governance practices and procedures, including identifying best practices and reviewing and recommending to the Board for approval any changes to the documents, policies and procedures in the Corporation's corporate governance framework.

### ***Safety and Environmental Processes and Systems***

10. Review the Corporation's health and safety policies and practices;
11. Discuss with management the Corporation's strategies, performance and objectives for its safety management system and environmental risk management
12. Receive updates on safety and environmental matters prepared by management and discuss with the Board any material issues.

### ***Ethics***

13. Discuss with management the Corporation's policies and procedures designed to ensure an effective compliance and ethics program, including the Corporation's Code of Ethics;
14. Review, report and, when appropriate, provide recommendations to the Board annually on the Corporation's policies, programs and practices relating to business conduct and ethics, including the Corporation's Code of Conduct and underlying policies;
15. Assist the Board, as required, in interpreting and applying the Corporation's policies, programs and practices relating to business conduct and ethics, including the Corporation's Code of Conduct and underlying policies;
16. Review and report to the Board any breach of the Corporation's policies relating to business conduct and ethics, including the Corporation's Code of Conduct, or any complaint or correspondence under such policies referred to the HR&CG Committee by the Audit Committee;
17. Monitor human capital management policies and practices.

### ***Nomination of Directors***

18. Consider and recommend for approval by the Board candidates for election or appointment to the Board;

19. Determine and recommend to the Board the composition of the committees of the Board;
20. Develop and recommend to the Board appropriate qualifications and criteria for the selection of its members;
21. Develop and recommend to the Board for approval director independence standards in addition to those required by applicable securities laws and stock exchange requirements and evaluate the independence of each director at least annually

### ***Directors' Compensation***

22. Conduct, if appropriate, an annual review of the directors' remuneration for board and committee service in relation to current industry practices;
23. Oversee the establishment of guidelines for director share ownership requirements and compensation policies, if any, related to such guidelines;

### ***Orientation and Continuing Education of Directors***

24. Develop and review, as appropriate, an orientation plan and development program for directors to ensure that each new director fully understands the Corporation's governance structure, the role of the Board and of the committees of the Board, the expectations in respect of individual performance and the Corporation's operations and working environment;

### ***Director Assessment***

25. Develop a process to assess the effectiveness of the Board and its committees, including their respective chairperson and the lead director, if applicable and oversee the conduct of this annual assessment.

### ***Nomination of Officers***

26. Consider and recommend for approval by the Board the appointment of the CEO and the CFO;

### ***Succession Planning***

27. Review periodically with the Chairperson of the Board and the CEO, the succession plans relating to the positions of CEO, other executive officers, the chairpersons of the Board and committees and the lead director of the

Corporation, if applicable, and make recommendations to the Board with respect to the selection of the individuals to occupy these positions;

28. Review plans in respect of an unexpected incapacitation of the CEO and provide recommendations to the Board in that respect;

### *Compensation Strategy*

29. Review the Corporation's overall compensation philosophy and strategy to ensure that compensation policies and/or practices followed by the Corporation are designed to recognize and reward performance and establish a compensation framework which is industry competitive;
30. Review, and make recommendations to the Board regarding, incentive compensation plans and equity-based plans and where appropriate or required, recommend for approval by the shareholders of the Corporation, which includes the ability to adopt, amend and terminate such plans. The HR&CG Committee shall also have the authority to administer the Corporation's incentive compensation plans and equity-based plans, including designation of the employees to whom the awards are to be granted, the amount of the award or equity to be granted and the terms and conditions applicable to each award or grant, subject to the provisions of each plan.

### *Compensation of Executive Officers*

31. Review the corporate goals and objectives relevant the compensation of the CEO and recommend such goals and objectives to the Board;
32. Evaluate the performance of the CEO based on the corporate goals and objectives relevant to the compensation of the CEO and make recommendations to the Board on the compensation of the CEO based on these evaluations;
33. Review the CEO's recommendation with respect to the corporate goals and objectives relevant to the compensation of the CFO and the other executive officers and the compensation packages to be provided to the CFO and the other executive officers, and make recommendations to the Board on such compensation packages;
34. Oversee the design, implementation and administration (with the assistance of third-party plan administrators, as applicable) of any executive long-term and short-term incentive plans and such other compensation plans or structures to be adopted by the Corporation from time to time;
35. Oversee the establishment of guidelines for executive share ownership requirements;

36. Review, and make recommendations to the Board regarding any employment agreements and any severance arrangements or plans, including any benefits to be provided in connection with a change in control, for the CEO and other executive officers, which includes the ability to adopt, amend and terminate such agreements, arrangements or plans;
37. Oversee the identification and management of risks associated with the Corporation's compensation policies and practices; and

### ***Compensation Disclosure***

38. Conduct an annual review and approval of the compensation discussion and analysis to be included in the Corporation's management proxy circular.

### **3. Composition**

39. The HR&CG Committee shall be comprised of at least three members, all of whom are independent (as defined under National Instrument 52-110 - *Audit Committees*, as may be amended or replaced from time to time).
40. The members of the HR&CG Committee and its Chairperson shall be elected by the Board. Unless a Chairperson is elected by the full Board, the members of the HR&CG Committee may designate a Chairperson among themselves by majority vote of the full HR&CG Committee membership. A HR&CG Committee member may resign from the HR&CG Committee without resigning from the Board, but a HR&CG Committee member shall tender his or her resignation from the HR&CG Committee upon ceasing to be a member of the Board.
41. Any member of the HR&CG Committee may be removed or replaced at any time by the Board. The Chairperson may be removed by the Board or the HR&CG Committee, in consultation with the Board, at any time. The Board may fill vacancies on the HR&CG Committee by election from among the members of the Board. If and whenever a vacancy shall exist on the HR&CG Committee, the remaining members may exercise all the powers of the HR&CG Committee, so long as a quorum remains.
42. The HR&CG Committee may delegate any or all of its functions to any of its members or other persons, from time to time as it determines to be necessary to permit it to carry out its duties.

### **4. Meetings**

43. The HR&CG Committee should meet at least two times per year or more frequently as circumstances require. The HR&CG Committee may ask members of management or others to attend meetings or to provide information as necessary. The HR&CG Committee shall have full access to all information it deems appropriate for fulfilling its role.

44. The HR&CG Committee may, if considered appropriate, conduct or authorize investigations into any matters within the HR&CG Committee's scope of activities.
45. A quorum for the transaction of business at any meeting of the HR&CG Committee shall be a majority of the number of members of the HR&CG Committee or such greater number as the HR&CG Committee shall by resolution determine and provided further that the Chairperson is present. At a meeting, any question shall be decided by a majority of the votes cast by members of the HR&CG Committee, except where only two members are present, in which case any question shall be decided unanimously.
46. The HR&CG Committee may meet by telephone conference call or by any other means permitted by law or the Corporation's by-laws;
47. The Chairperson shall approve the agenda for the meetings and ensure that supporting materials are properly prepared and circulated to members with enough time for study by the HR&CG Committee members prior to the meeting.
48. The minutes of the HR&CG Committee meetings shall accurately record the significant discussions of and decisions made by the HR&CG Committee, including all recommendations to be made by the HR&G Committee to the Board and shall be distributed to the HR&CG Committee members for approval.
49. Unless otherwise determined by resolution of the HR&CG Committee, the corporate secretary of the Corporation shall be the secretary of the HR&CG Committee.

## **5. Other**

50. The HR&CG Committee shall keep such records as it may deem necessary of its proceedings and shall report regularly its activities and recommendations to the Board as appropriate.
51. The HR&CG Committee shall have the authority to engage and set the compensation of outside counsel and other outside advisors as it deems appropriate to assist the HR&CG Committee in the performance of its functions.
52. The Board may evaluate and review, on an annual basis, the performance of the HR&CG Committee.

## **6. Limitations on Governance, Ethics and Compensation Committee's Duties**

53. Nothing contained in this charter is intended to expand applicable standards of conduct under statutory or regulatory requirements for the directors of the Corporation or the members of the HR&CG Committee.

54. Members of the HR&CG Committee are entitled to rely, absent knowledge to the contrary, on (i) the integrity of the persons and organizations from whom they receive information, and (ii) the accuracy and completeness of the information provided.