



# Morneau Shepell Inc.

Annual Information Form

For the year ended December 31, 2016

March 2, 2017

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## Explanatory Notes

The information in this Annual Information Form (“AIF”) in respect of Morneau Shepell Inc. (“Morneau Shepell” or the “Company”) is stated as at December 31, 2016, unless otherwise indicated and covers the operating period from January 1, 2016 to December 31, 2016. All dollar amounts are expressed in Canadian dollars and references to “\$” are to Canadian dollars.

This AIF contains “forward-looking statements” within the meaning of applicable securities laws, such as statements concerning anticipated future events, results, circumstances, performance or expectations that are not historical facts. They are based on certain factors and assumptions, including expected growth, results of operations, business prospects and opportunities. Use of words such as “may”, “will”, “expect”, “believe”, “plan” or other words of similar effect may indicate a “forward-looking” statement. These statements are not guarantees of future performance and are subject to numerous risks and uncertainties, including those described under the heading “Risks and Uncertainties”. Those risks and uncertainties include ability to maintain profitability and manage growth, ability to pay dividends, reliance on information systems and technology, reputational risk, dependence on key clients, reliance on key professionals and economic conditions. Many of these risks and uncertainties can affect the organization’s actual results and could cause Morneau Shepell’s actual results to differ materially from those expressed or implied in any forward-looking statement made by Morneau Shepell or on the organization’s behalf. Given these risks and uncertainties, investors should not place undue reliance on forward-looking statements as a prediction of actual results. All forward-looking statements in this AIF are qualified by these cautionary statements. These statements are made as of the date of this AIF and, except as required by applicable law, Morneau Shepell undertakes no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise. Additionally, Morneau Shepell undertakes no obligation to comment on analyses, expectations or statements made by third parties in respect of Morneau Shepell, its financial or operating results or its securities.

## Definitions

In this AIF, the following expressions have these meanings:

**"AIF"** means this Annual Information Form;

**"AMS"** means Absence Management Solutions;

**"Board"** means the board of directors of the Company;

**"Common Shares"** means common shares in the capital of Morneau Shepell;

**"Company"** means Morneau Shepell Inc.;

**"Conversion"** means the conversion of the Fund from an income fund structure to a corporate structure as Morneau Shepell;

**"Convertible Debentures"** means the 4.75% Convertible Unsecured Subordinated Debentures issued by Morneau Shepell in June 2016;

**"Credit Facilities"** means the \$300 million senior secured revolving facility, which includes a swing line of \$14 million under the Credit Facility Agreement;

**"Credit Facility Agreement"** means the third amended and restated credit agreement dated December 20, 2016, entered into by Morneau Shepell and a number of bank lenders, as amended from time to time;

**"DSUs"** means Post-Retirement DSUs and Retirement DSUs as applicable;

**"EFAP"** means Employee and Family Assistance Programs;

**"ESS"** means Employee Support Solutions;

**"Fund"** means Morneau Sobeco Income Fund;

**"LTIP"** means the Company's long term incentive plan dated January 1, 2011 as amended and restated March 2, 2017;

**"LTIP Units"** means collectively the RSUs and the DSUs;

**"MD&A"** means Morneau Shepell's Management's Discussion and Analysis, respecting the year ended December 31, 2016;

**"Morneau Shepell"** means Morneau Shepell Inc.;

**"Post-Retirement DSUs"** means the post-retirement deferred Share units of the Company granted under the LTIP;

**"Retirement DSUs"** means the retirement deferred Share units of the Company granted under the LTIP;

**"RSUs"** means restricted Share units of the Company granted under the LTIP;

**"Shares"** means Common Shares of the Company;

**"Shareholders"** means holders of Shares;

**"TSX"** means Toronto Stock Exchange; and

**"Units"** means units of the Fund.

# Corporate Structure

## Morneau Shepell

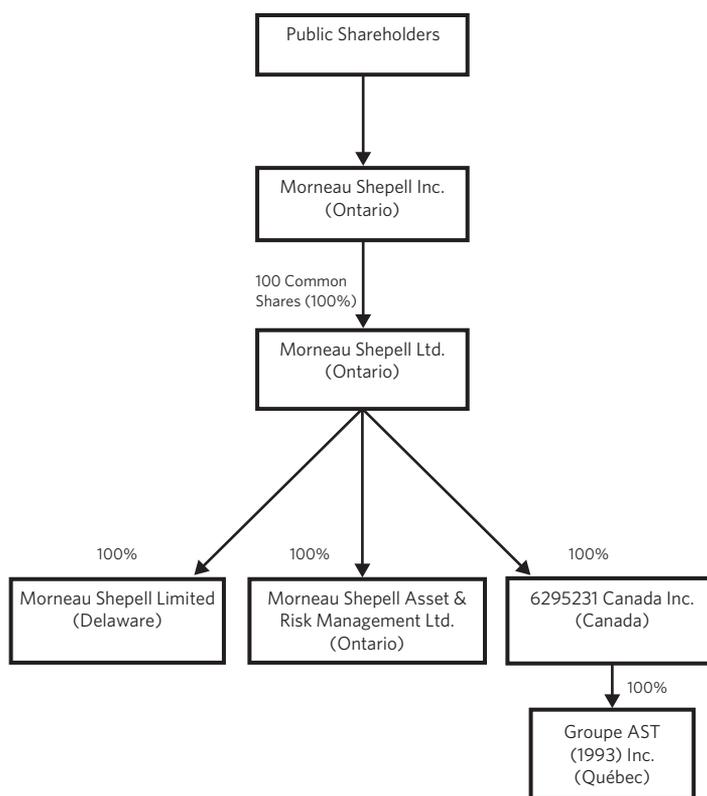
Morneau Shepell carries on business through its operating subsidiary, Morneau Shepell Ltd., and its subsidiaries. Morneau Shepell was incorporated on October 19, 2010 pursuant to the provisions of the *Business Corporations Act* (Ontario). Its predecessor is Morneau Sobeco Income Fund (the “Fund”), which converted from an income fund structure to Morneau Shepell pursuant to a plan of arrangement (the “Conversion”), effective January 1, 2011 (see “Formation of Morneau Shepell” below).

Morneau Shepell is a reporting issuer in all Canadian provinces and territories and, accordingly, is subject to the informational reporting requirements under the securities laws of each such jurisdiction. The principal and head office of Morneau Shepell is located at 895 Don Mills Road, Suite 700, Toronto, Ontario M3C 1W3.

As at March 2, 2017 there were 53,228,470 Common Shares outstanding and Convertible Debentures with a face value of \$86 million.

### Inter-corporate Relationships

The following chart illustrates the legal structure of Morneau Shepell, including jurisdictions:



# Development of the Business

## History of Morneau Shepell

Morneau Shepell, established in 1966, has a long-standing history as a leading provider of human resources consulting and outsourcing services in Canada, with an emphasis on pension and benefits, employee and family assistance programs (“EFAP”) and enhanced health and absence management services. Throughout its history, Morneau Shepell has developed and expanded solutions to meet the evolving needs of its clients in managing costs associated with the health and productivity of employees and delivering employee benefits.

## Formation of Morneau Shepell

On September 30, 2005, the Fund, Morneau Shepell’s predecessor, completed an initial public offering of Units. Pursuant to the Conversion, effective January 1, 2011, all Units of the Fund were exchanged on a one-for-one basis for common shares in the capital of Morneau Shepell (the “Common Shares”). Immediately following the Conversion, an internal reorganization occurred resulting in Morneau Shepell owning all of the shares in the capital of Morneau Shepell Ltd., and the dissolution of the Fund and other associated entities.

## Three-year history of the business

The growth of Morneau Shepell has been mostly organic; supplemented over the past three years by the following small acquisitions that have added to the organization’s client base and service offering:

On March 3, 2014, Morneau Shepell completed the acquisition of Groupe AST (1993) Inc., the largest provider of workers’ compensation services in Québec, from ADP Canada Co. This acquisition solidified Morneau Shepell’s leadership position in the workers’ compensation and broader integrated absence management solutions space across Canada.

On July 7, 2014, Morneau Shepell purchased Blue Balloon Health Services, a privately held group of professionals providing pediatric health-centred care in the Greater Toronto Area. This acquisition significantly expanded the Children’s Support Solutions portfolio, which provides professional services in the screening, assessment, intervention and support for children and adolescents who experience difficulty with learning and development.

On September 4, 2014, Morneau Shepell completed the sale of a portion of its clinic-based Occupational Health business to Horizon Occupational Health Solutions Inc. and closed its remaining locations, effectively exiting the clinic-based Occupational Health business.

On August 4, 2015, Morneau Shepell completed the acquisition of the U.S. health and welfare benefits administration of Ceridian. This acquisition, of one of the largest benefits administration providers in the U.S., aligns with the strategic intent to expand operations and service offering in the U.S. market.

On December 1, 2015, Morneau Shepell completed the acquisition of Bensinger, DuPont & Associates, Inc., a U.S. leader in EFAP, problem gambling services and drug testing management. This acquisition is in line with the strategic intent to expand operations and service offerings globally, with a particular emphasis on the U.S. market.

On December 20, 2016, Morneau Shepell completed the acquisitions of Solareh, société pour l’avancement des ressources humaines inc. and Les Consultants Longpré & Associés inc., both national health and wellness service providers based in Montréal. These acquisitions align with the strategic initiative to solidify Morneau Shepell’s position as the leading EFAP provider in Québec.

## Description of the Business

### Overview of Services

Morneau Shepell is one of the only human resources consulting and technology company that takes an integrative approach to employee assistance, health, benefits and retirement needs. The Company is the leading provider of EFAP, the largest administrator of retirement and benefits plans and the largest provider of integrated absence management solutions in Canada. It delivers solutions to assist employers in managing the financial security, health and productivity of their employees. With approximately 4,300 employees in offices globally, the Company offers services to approximately 20,000 organizations in Canada, the United States and around the globe directly and through distribution channel partners.

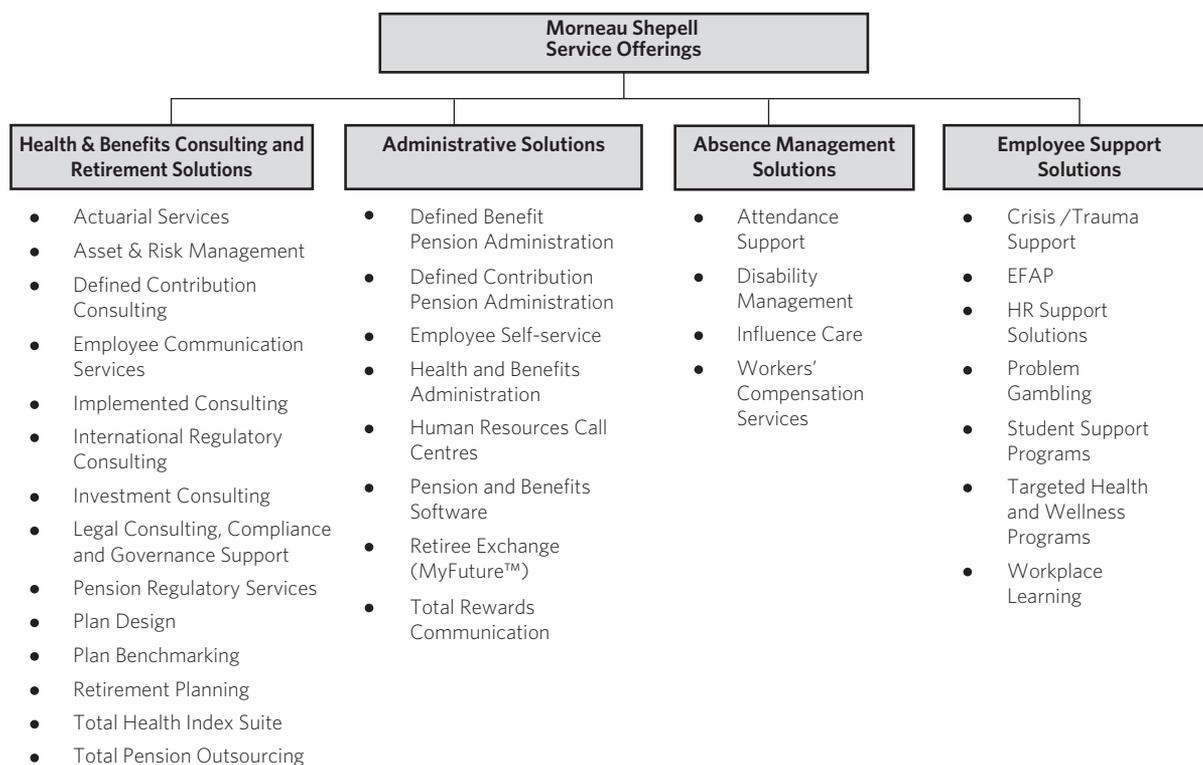
In 2016 Morneau Shepell's four interdependent core businesses contributed to the Company's revenues as follows:

### Sources of Revenue



The Company's services support the health, productivity and financial security of employees and help reduce workplace absenteeism and promote wellbeing. Administrative Solutions manages all aspects of the administration of clients' pension and benefits plans. Employee Support Solutions offers counselling and educational services, and targeted health and wellness programs, to support employee and family work, financial, personal and family needs. Health & Benefits Consulting and Retirement Solutions assists organizations with the design, determination of funding requirements, management, and financial control of pension and benefits plans and Absence Management Solutions provides administration and support services to organizations in the areas of attendance, disability and workers' compensation. The Company helps increase engagement, productivity and financial outcomes, while reducing risk, to enhance competitiveness and business success.

These practice areas can be further broken down as shown in the following chart:



Revenue is primarily derived from fees charged to clients for services and solutions provided.

## Health & Benefits Consulting and Retirement Solutions

In the Health & Benefits Consulting and Retirement Solutions practice areas, Morneau Shepell assists organizations with the design, determination of funding requirements, management, communication] and financial control of pension and benefits plans. Revenue from these practice areas typically recurs as services such as actuarial valuations or financial reviews of benefits plans are required on an ongoing basis.

To serve clients of the consulting practices, Morneau Shepell has a diverse team of professionals and practitioners. The organization's consultants have backgrounds in the actuarial, legal, asset management, investment, financial, human resource, administration, systems, healthcare, communication and business management fields. Morneau Shepell's "national practices" approach allows it to maintain a team of experienced consultants, which readily enables the organization to bring its knowledge to bear for any given assignment, no matter where that expertise resides.

For each client assignment, a consulting team representing the client's needs is selected. A partner or principal of the organization is identified to serve as a central contact concerning any services that the client may require, working closely with other Morneau Shepell specialists (local or national) to deliver reliable solutions.

### Retirement Solutions

Retirement consultants design and develop retirement programs, provide detailed actuarial and financial analyses to support clients in the management of their pension plans, and consult on asset allocation, investment policies and investment manager evaluations.

One important consulting offering relates to retirement program redesign as organizations look to simplify plans, better manage overall program costs and risks, and align their program design with their business objectives. Morneau Shepell delivers clear pension and retirement solutions with a proactive, custom-tailored approach.

The organization's pension actuaries and consultants work with clients to understand their business and workforce strategies, to define their strategy regarding retirement programs and to design programs that reinforce the key messages to their workforce, while also helping to ensure that the programs comply with applicable government regulations.

Another significant offering is the dedicated insolvency and regulatory practice, which assists clients with pension plan windups. Morneau Shepell is a major provider of actuarial and administration services to pension plans of distressed companies through appointments by the various Canadian regulators and has been appointed to administer approximately 180 pension plans of insolvent companies.

The Retirement Solutions practice incorporates a wide array of services, from purely compliance-related consulting services, to highly specialized strategic solutions, as follows:

### *Health & Benefits Consulting*

Health & Benefits Consulting helps clients make informed decisions related to the design, management and funding of their employee and other group benefit plans. This includes evaluating funding and cost models, plan design, insurer rates and services, as well as the value of participating in volume-purchasing arrangements. Morneau Shepell provides knowledgeable, innovative advice that assists clients in meeting their current and long-term benefits needs. Consultants work with clients to help them manage their benefits offering and select the best financial arrangements, and to facilitate their long-term efforts to manage costs and enhance employee engagement.

In combining Health & Benefits Consulting with other health and productivity solutions, including ESS and AMS, clients can experience even more effective results through, for example, aligning efforts with business objectives, enhancing employee health and engagement, identifying and evaluating risks and opportunities, and eliminating inefficiencies. An example of this is the recent introduction of the Total Health Index (THI)<sup>™</sup> suite of services (THI Insight<sup>™</sup>, THI Discovery<sup>™</sup> and THI Impact<sup>™</sup>), which assists employers in tracking overall health, productivity and engagement within their organizations and assists with integrative strategies designed to improve overall results.

Morneau Shepell has established a number of volume-purchasing group insurance programs for a diverse client base, which includes trade, professional and charitable organizations. By working together, smaller employers can often implement benefits plans at reduced costs for their employees, while accessing the insight that Morneau Shepell has acquired through working with some of the largest employers in North America.

### *Asset & Risk Management*

Morneau Shepell has a subsidiary which is a registered Portfolio Manager, Investment Fund Manager and Exempt Market Dealer in the provinces where it conducts business. Services are provided to a wide range of investors, including pension plans, endowments and foundations, and high net worth individuals. Morneau Shepell offers a full range of investment consulting services to provide clients with insight and assistance in structuring, monitoring performance of and measuring results achieved by their fund assets. Services include development of investment strategy, asset-liability studies, fund governance reviews, investment policy reviews, fund structure analyses, investment manager searches and ongoing performance evaluation.

## *Communication Consulting*

As a support to the organization's Health & Benefits Consulting and Retirement Solutions practice areas, Morneau Shepell has a team that specializes in communication consulting, including change management strategies, plan launches and plan mergers, focus groups and human resources/employee training, program branding and website customization.

## **Administrative Solutions**

Morneau Shepell's systems are used to administer benefits, pensions and savings plans, and maintain records for approximately 5.4 million plan participants. The organization maintains approximately 700 administration websites for clients, hosting the site and providing all support and transaction services on behalf of the client.

In addition, Morneau Shepell provides hosted solutions or customized software installation to clients, if desired. Morneau Shepell operates five technology and outsourcing centres located in Toronto (Ontario), Montréal (Québec), Atlanta (Georgia), Pittsburgh (Pennsylvania) and St. Petersburg (Florida). The Company can manage all aspects of clients' pension and benefits plans on an outsourced basis, as well as provide administration support through software as a service (SaaS). It can also offer clients an installed customized software solution. Services include record-keeping and managing employee information, processing transactions that are required to administer employee pension and benefits plans, hosting client benefits websites, and responding to employee inquiries through call centres. The resource-intensive processes required to administer clients' pension and benefits plans are automated. Morneau Shepell also provides technology-based, self-management tools that support decision-making and self-service transactions by clients' employees. Systems are parameterized for both the Canadian and U.S. markets. This business utilizes proprietary software developed and maintained in-house by the Company's team of approximately 280 technology employees.

Administrative Solutions clients typically sign three- to five-year contracts with Morneau Shepell. Most clients continue to renew their contracts upon expiration of the initial term. Management believes that the high renewal rates are a result of high levels of customer satisfaction, competitive pricing, strong service offering and the significant costs incurred for changing service providers. It typically takes three to 12 months to fully install client data on Morneau Shepell's systems.

### *Pension Administration – Defined Benefit Plans*

Many mid-sized and large organizations sponsor defined benefit pension plans. Pension plans are subject to numerous laws and regulations, and their administration has historically been extremely complex and paper-intensive, resulting in administrative challenges for employers. Many organizations seek third-party providers to assist in the administration of these plans.

Morneau Shepell's defined benefit plan administrative services are a natural extension of the pension consulting services that the organization has provided since its inception. Through the organization's *Ariel*<sup>®</sup> system, the traditional processing related to a plan member's retirement is reengineered, streamlined and shortened. This approach relies on a high degree of automation for both calculations and execution of transactions for each participant.

### *Pension Administration – Savings Plans*

Most organizations outsource the administration of their savings plans, such as defined contribution plans and group RRSPs. Savings plan administration requires management of significant volumes of participants, payroll and investment fund data and transactions, daily transaction data transmissions between organizations and their savings plan trustees and asset managers, as well as daily posting of investment results to plan members' individual savings accounts.

In many situations, clients offer defined contribution plans in combination with other plans such as employee share ownership plans, group RRSPs, tax-free savings accounts or deferred profit sharing plans. Morneau Shepell provides

administration services for these plans, including receiving participant information from the organization and the plan member, processing transactions and coordinating activity with the organization, trustees and investment managers.

### *Benefits Administration*

Many organizations sponsor traditional or flexible group insurance benefits plans for their employees and/or organization members. Morneau Shepell offers organizations administration services for these group insurance plans. Administering health and welfare benefits plans is an important and complex task for plan sponsors who must manage both the rising cost of providing health insurance and employees' demands for increased choice of benefits options. As plans incorporate member contributions, determining the appropriate member deductions has become crucial. For plan sponsors with flexible plans involving member choice, each organization has a period of time (typically three to four weeks) every year during which members are required to make decisions regarding their benefits options and enroll in programs for the following year. Each plan sponsor must communicate its benefits offerings by providing members with information explaining the available options and answering members' questions regarding the various alternatives.

Once members have submitted their choices, the plan sponsor must then accurately communicate these choices to provider organizations. For organizations managing benefits administration internally, staffing a human resources department with adequate support to effectively and efficiently handle this annual surge of activity can be extremely challenging. Furthermore, ongoing administration requires managing payroll/bank account deduction and status data that determines each participant's health plan eligibility and transmitting eligibility data to insurance companies and other providers.

Morneau Shepell's technology-based delivery model offers employers and plan sponsor organizations a cost-effective and efficient solution to meet these benefits administration needs. The organization is able to manage the annual enrolment process in a seamless manner for the plan sponsor, clearly communicate to members their available choices and transfer these choices to various service providers. Significant value is delivered to clients during the annual enrolment process and in the context of ongoing benefits administration.

### *MyFuture™ Online Retiree Benefits Marketplace*

In 2016 Morneau Shepell also launched Canada's first online retiree benefits marketplace called MyFuture™. MyFuture™ lets retirees compare and purchase insurance products from multiple insurers to find the coverage that best meets their needs.

## **Employee Support Solutions**

Morneau Shepell's Employee Support Solutions focus on improving the health and wellbeing of client organizations and their people through EFAP (both domestic and global), workplace learning, student support programs, targeted health and wellness programs, problem gambling services, HR Support Solutions and Children's Support Solutions. These services assist organizations in improving their productivity and reducing costs associated with employee absences, illnesses or other personal situations that impact an individual's ability to be healthy and productive at work, home or school. Through thoughtful integration of these programs with other health and productivity solutions offered by Morneau Shepell, including absence and disability management and the design and implementation of employee benefits plans, the organization helps employers identify and manage risks in the workplace or other environment, promote behaviour change and uncover and address the root causes of poor productivity, ill health or absence.

### *Employee and Family Assistance Programs*

EFAPs are dedicated to prevention and early intervention at any stage of an employee's need. This service is paid for by employers, and is made available directly to employees and their families, providing awareness, education and access to multiple modes of short-term clinical or professional consultation for a variety of issues including: relationships, child and

senior care, addictions, illness prevention and illness management, nutrition, mental and emotional concerns, and legal and financial questions, as well as resources, referrals and consultation for other personal and family needs. EFAP typically focuses on issues which, if left unresolved, can lead to increased prescription drug costs, absenteeism, short-term or long-term disability and other workplace productivity challenges. Canadian insurance companies now include EFAP as a standard component of an employee group benefits offering. In management's view, EFAP is a foundational component of a successful health and productivity strategy. Other group benefit programs are most effective when they leverage EFAP preventatively.

Morneau Shepell manages more than 500,000 EFAP calls per year including 8,000 trauma interventions. Delivery of EFAP services is initiated through a call to one of our care access centres, or using the online intake tools available on Morneau Shepell's [workhealthlife.com](http://workhealthlife.com) website and the MyEAP™ mobile application. The individual in need is then directed to the most appropriate specialist to support and resolve the presenting issue. In addition to salaried clinical specialists, Morneau Shepell maintains an extensive network of counsellors worldwide, as well as other contracted service providers engaged to deliver EFAP services on an as needed basis.

EFAP services are also available to employers who operate globally. Employees on international assignment, as well as local employees, receive support in a way that is culturally appropriate to their work location.

## **Trauma Assist**

Trauma Assist is a program that is designed to help individuals affected by post-traumatic stress with confidential access to specialized care to help them cope and build resiliency in their lives. Focused on early intervention, the trauma assist program provides an opportunity for organizations to reach employees with mild to moderate post-traumatic stress symptoms at risk of missing work or going on disability before they reach that point.

## **Traumatic Event Support**

Morneau Shepell also offers Traumatic Event Support services, which are often closely linked with EFAP services. Trauma services focus on swift response and appropriate care and support during and after events such as accidents, acts of public terror, natural disasters and other sudden traumatic events in a workplace or community.

## **Student Support Programs**

Based on the EFAP model, Morneau Shepell provides support services to both Canadian and international students attending college or university. This service is paid for by colleges, universities or insurance providers, and is made directly available to students to complement existing on-campus services. Students can access multiple modes of short-term clinical or professional consultation for a variety of issues including: mental and emotional concerns, stress, relationships, culture shock, addictions, nutrition and financial questions as well as resources, referrals and consultation for other personal needs.

## *Targeted Health and Wellness Programs*

Morneau Shepell offers focused solutions that provide organizations the ability to address specific employee needs and issues that can affect the workplace. Targeted health and wellness programs assist with issues such as mental and physical health, life stages, stress, change, addictions and return to work.

Morneau Shepell's Children's Support Solutions helps children and youth who experience difficulty in development to reach their full potential. The inter-professional team of therapists and educators provide screening, assessments, interventions and training that address: communication, mental health issues, behaviour, social skills, motor skills, sensory processing and academic skills. Services are purchased by parents, caregivers and schools. Services are delivered at clinic locations across Canada, on-site at schools or other locations, and online via video therapy and learning sessions.

Fitness Coaching services provide an accessible way for an organization to get its employees engaged in fitness for better physical and mental health, and productivity.

Workplace Support Program (WSP) is a set of programs that provide the earliest intervention for employee mental health and addiction issues requiring a solution beyond short-term EFAP support, or as part of a disability case management treatment plan.

Morneau Shepell offers a suite of Problem Gambling Services designed to support those with a gambling problem as well as educate and encourage responsible gambling.

Workplace Learning services support an organization's health and productivity by taking an advanced approach to workplace interventions and skills development. Morneau Shepell offers a range of services to provide organizations and their leaders with the tools, resources, information and perspective needed to generate positive change and maintain high-functioning workgroups and workplaces even during crises or times of significant change.

HR Support Solutions are designed for small- to medium-sized businesses that do not have dedicated HR professionals on staff. This service provides on-demand access to human resource and legal professionals to help employers understand HR best practices and law to avoid business risk.

## **Absence Management Solutions**

Absence Management Solutions supports employers in the area of workplace health and productivity. The services focus on absence reporting, proactive case management and effective return-to-work in support of a variety of employee health risks or conditions, whether related to physical, mental, social or workplace health.

Services can be delivered on either a fully integrated or stand-alone basis and consist of the following:

### *Attendance Support Services*

Attendance Support Services include a range of technology and support services that focus on absence reporting and supporting employees in the resolution of both medical and non-medical barriers that drive absences. Absence reporting includes an absence reporting platform with four modalities: 24/7 live answer telephonic, Interactive Voice Recording, a mobile application and online services. The service suite also includes case management services to address patterned absences rooted in health conditions and to address accommodation requests for employees seeking a change to their work environment due to a health condition that is restricting functionality or ability to perform core job functions.

### *Sick Leave and Disability Management Services*

Sick Leave and Disability Management Services for self-insured short-term disability (STD) programs provide comprehensive management of non-occupational disability claims, including timely claim adjudication and enhanced return to work support to reduce the duration of the claim and improve the employee experience. Specialized assessment and management is available for complex claims such as those relating to mental health and musculoskeletal health. All services are designed to identify any potential medical or non-medical conditions that are impacting the employee's ability to perform regular duties and to help provide the appropriate support to resolve those issues.

### *Workers' Compensation Management*

Workers' Compensation Management Services provide timely and expert knowledge and support to employees and employers around work-related illness and/or injury, including workplace safety requirements, strategic claims management, employee coverage and benefit entitlements, return to work, and various other services. Comprehensive occupational claims management services include proactive liaison with the Workers' Compensation Boards,

identification of cost savings opportunities (e.g. cost relief and appeals) and a modified return to work program that helps the injured worker return to work safely and expediently. Health & Safety services include program development, management and governance to help employers manage the prevention of workplace injuries. Financial advisory services, including actuarial modeling, are also available for employers seeking to better manage their financial risk and exposure.

The greatest benefit for employers is typically seen when Absence Management Solutions services work in tandem with EFAP and other health and productivity solutions for a strategic and integrated approach to managing employee health and productivity issues.

## Competitive Conditions

Morneau Shepell believes that its competitive position depends on a number of factors including service quality, technology, range of service offerings and pricing. Furthermore, management believes that Morneau Shepell is well positioned due to its intellectual capital, deep understanding of its clients' businesses, proprietary technology, long-standing client relationships, and extensive network of EFAP counsellors and service providers.

Competitors are varied depending upon the nature of the services provided and include large international pension and benefits consulting organizations such as Mercer, Willis Towers Watson, Aon Hewitt; smaller and local market consulting firms; information technology, consulting and business process outsourcing firms; employee-service organizations such as Homewood Human Solutions and Ceridian; and insurers such as Manulife Financial and Sun Life.

Management believes that the following factors are competitive strengths of Morneau Shepell within the human resources services and technology industry:

### Market leader in human resources services and technology

Morneau Shepell is the largest Canadian human resources services and technology organization that focuses on retirement, administrative and health and productivity solutions. It serves a wide range of organizations across Canada and the U.S., as well as internationally. Clients represent a cross-section of industries varying in size, from small businesses to some of North America's largest corporations and government organizations. Morneau Shepell operates one of the largest employee and family assistance programs in the world and is the fourth largest administrator of defined benefit pension plans in North America.

### Top tier client base

The client base of Morneau Shepell is well established, with approximately 20,000 Canadian, U.S. and international organizations served directly or indirectly, including many high profile successful enterprises, as well as numerous institutions and government organizations. Approximately two-thirds of the organizations listed on the TSX60 are clients of Morneau Shepell. The business is well diversified by geography and by industry. Morneau Shepell has established integrated and long-term relationships with many clients. As a result, a large proportion of revenue typically recurs each year. Client satisfaction and end-user surveys are conducted periodically and Morneau Shepell has consistently achieved high client satisfaction levels.

### Stable and predictable cash flows from contracts and long-term client relationships

Morneau Shepell's Administrative Solutions business is typically based on contracts that have an initial term of three to five years and are often renewed or extended. Due to the nature of these services, as well as the implementation time and the complexity involved in migrating essential and sensitive employee data to Morneau Shepell's Administrative Solutions systems, client retention is high. In addition, the Health & Benefits Consulting and Retirement Solutions, Employee Support Solutions and Absence Management Solutions businesses are based on long-term relationships and

consist of many services that are typically required on an ongoing or annual basis. Client movement from one service provider to another is infrequent, especially if service levels are high and cost of service is competitive. For example, the average relationship with each of the Company's top 25 clients is approximately 13 years. As a result, revenue and cash flows are stable and predictable.

## **Depth and scalability of operations and technology platform**

The size of Morneau Shepell's business enables the organization to continually develop and maintain state-of-the-art, web-enabled systems to meet clients' needs. Through an integrated suite of technologies that includes infrastructure, data warehousing, security, service centres, portals, workflow, image processing, mobile applications and content management, Morneau Shepell provides automated solutions for health and productivity, administrative and retirement related processes that are flexible to adapt to any program complexity and to accommodate the needs of clients ranging in size from fewer than 1,000 to more than 1,000,000 plan members. Robust security and back-up systems are in place for the protection of clients' confidential information. Management believes that the organization's proprietary technology has been a key factor in winning a number of contracts (see "Description of the Business – Technology").

Further, many of the Employee Support Solutions and other health and productivity solutions are delivered using an extensive network of counsellors and other service providers, which offers both breadth of coverage and flexibility in managing fluctuations in demand.

## **Experienced management and professional team**

As a successful, growing organization, Morneau Shepell is able to attract and retain talented professionals. The average tenure of its senior leadership team is approximately 19 years, all of whom have an economic ownership in the organization. Morneau Shepell has considerable experience acquiring and integrating new practices into the organization, having managed several acquisitions with very little employee or client turnover.

## **Clients**

Morneau Shepell serves a stable and well-established client base of approximately 20,000 organizations, diversified by industry, geography and size. In 2016, approximately 770 clients each generated more than \$100,000 in revenue (750 in 2015).

The organization's Canadian client base consists of well-recognized corporations, not-for-profit organizations and government organizations and institutions. Clients of Morneau Shepell's U.S. operations include both large and mid-sized organizations and government agencies along with U.S. subsidiaries of Canadian clients. In 2016, revenue from Morneau Shepell's U.S. subsidiaries accounted for approximately 13.4% of total revenue (12.8% in 2015).

In Canada and the U.S., Morneau Shepell also provides both stand-alone and integrated services to smaller organizations with fewer than 1,000 employees. The Company serves smaller organizations through trade and professional organizations, as well as directly and through other channel partners, such as insurance providers. Services are also provided to governmental and regulatory agencies related to the administration and winding-up of pension plans on behalf of insolvent organizations.

Distribution agreements for EFAP as well as Absence and Disability Management services are in place with certain channel partners. One distribution channel in particular is achieved through a partnership with a prominent Canadian insurance company that offers EFAP and absence and disability management services as part of their suite of group benefits. This formal relationship began in 1989. In 2016, approximately 3.2% of the Company's revenue was generated through this partnership (3.6% through channel partnerships in 2015).

As a result of the nature of Morneau Shepell's services and the stability of its client relationships, an insignificant level of bad debts is generally experienced. For example, in 2016, bad debts amounted to approximately 0.1% of revenue (0.5% in 2015).

## Business and Growth Strategy

### Deliver excellence in execution

Morneau Shepell strives to deliver the highest-quality service efficiently and effectively. Services that are repeatable, such as many pension and benefit administration functions, are centralized and automated, allowing for close supervision and superior quality assurance. In order to ensure the goal of providing excellent service, Morneau Shepell regularly reviews its client satisfaction levels.

Survey results on client and end-user satisfaction have been favourable and stable over time. Quality assurance processes are rigorously embedded in the development and back-up of systems and the delivery of services. Morneau Shepell hires qualified professionals and strives to create an environment where talented people enjoy coming to work.

### Focus on key client issues

Morneau Shepell strives to maintain a flexible culture that understands and responds to the developing needs of its clients. For example, as a pioneer in the provision of pension and benefits administrative services, Morneau Shepell has enabled clients to focus on enhancing employee productivity through technology. By adding savings to pension services, Morneau Shepell has helped employers to manage both defined benefit and savings programs. By offering an EFAP and a suite of workplace health and productivity services that integrate with clients' benefit programs, Morneau Shepell is helping clients reduce the incidence and duration of employee absences and thus improve the clients' financial performance.

### Client retention and growth

Clients typically use Morneau Shepell's services on a recurring or contracted basis over a long term. Revenue is generally stable and predictable. To maintain and grow revenue, in addition to attracting new clients, Morneau Shepell focuses its efforts on retaining existing clients and growing revenue with them. This is achieved by providing excellent client service and expanding the variety of services provided to existing clients. This continues to present an opportunity for revenue growth across clients in varying industries, geographies and sizes.

### Integrated health and productivity solutions

Morneau Shepell has experienced increased interest in its health and productivity solutions, driven by organizations' desires to reduce the cost and risk associated with absence, while improving employee health, productivity and engagement. Management believes that its unique combination of Employee Support Solutions, Health & Benefits Consulting and Absence Management Solutions offers a market differentiating value proposition to organizations seeking to improve their overall employee health and productivity initiatives.

### Target U.S. growth

Morneau Shepell continues to focus on the U.S. market for growth, in particular in its Administrative Solutions business, with a focus on government-sponsored defined benefit plans and in the mid-market private sector.

Management believes that Morneau Shepell is well positioned to grow in the U.S. by attracting new clients, and through alliances and acquisitions of complementary businesses. In August 2015, Morneau Shepell added scale by acquiring the U.S. health and welfare benefits administration business of Ceridian. In December 2015, Morneau Shepell acquired Chicago-based Bensinger, DuPont & Associates, Inc., a leading EFAP provider, further improving its competitive positioning in the U.S. market.

## Pursue selective acquisitions

Morneau Shepell continues to selectively pursue acquisition opportunities that are consistent with or complementary to Morneau Shepell's businesses. The organization's management team has the experience of successfully integrating other practices into the organization. Aside from the large multinational competitors, there are numerous smaller regional organizations that provide services in the organization's core areas of expertise, as well as organizations that provide related services to similar clients as that of Morneau Shepell. For example, in 2015, Morneau Shepell acquired the U.S. health and welfare benefits administration business of Ceridian, and Chicago-based EFAP provider Bensinger, DuPont & Associates, Inc. In addition, in 2016, Morneau Shepell acquired Canadian EFAP providers Solareh, société pour l'avancement des ressources humaines inc. and Les Consultants Longpré & Associés inc.

## Technology

Through an integrated suite of technologies that includes infrastructure, data warehousing, security, service centres, portals, workflow, image processing, mobile applications and content management, Morneau Shepell provides automated solutions for health and productivity, administrative and retirement related processes that are flexible enough to adapt to any program complexity and to accommodate the needs of clients ranging in size from fewer than one thousand to more than one million plan members. The Company follows a comprehensive process to develop an understanding of its clients' needs, to learn about their systems and culture, and to jointly define their objectives. Morneau Shepell has considerable experience integrating its clients' human resources information systems, including those systems developed by major providers such as Oracle and SAP. The organization's comprehensive approach provides a secure solution to manage employee data, record and manage transactions directed by employees, managers and human resources professionals, and administer pension and benefits processes. In addition, data is easily transmitted and securely transferred between clients, their employees and outside parties (such as insurance companies, trustees and investment managers).

Morneau Shepell's Administrative Solutions services enable clients to satisfy their employees' and managers' needs for information by providing decision-making tools and support. Clients' employees communicate with Morneau Shepell and manage their pension and benefits plans through the web-based applications, mobile devices and the organization's call centres. This approach encourages employees' self-management of their benefits. Morneau Shepell's web-based tools are fully integrated with its pension and benefits administration platforms and provide employees, managers and human resources professionals with personalized content, and fast, accurate and easy-to-use decision support tools that allow "real-time" management of their human resources and benefits decisions and transactions.

Employees are also provided with integrated interfaces to outside providers of services such as investment managers and insurance companies. For employees, managers and human resources professionals who need more assistance with pension or benefits issues, the call centres are staffed with employees who have received extensive training in issues specific to the client's programs.

In 2016 Morneau Shepell also launched Canada's first online retiree benefits marketplace called MyFuture™. MyFuture™ lets retirees compare and purchase insurance products from multiple insurers to find the coverage that best meets their needs.

The organization employs in-house developed technologies to deliver its EFAP services efficiently and effectively. The technologies manage the various components of delivering EFAP services to a client. This includes the initial intake call through a care access centre, the selection of the service provider, scheduling the client appointment, and all the way through to case closure.

Morneau Shepell offers a variety of online self-service capabilities through a number of different channels aimed at providing better and more efficient EFAP services to clients. This includes MyEAP™, an award-winning smartphone application that delivers health and wellness information as well as access to e-counselling through a smartphone. As well, Morneau Shepell offers online chat and video counselling as two additional ways to allow employees convenient access to EFAP services. Morneau Shepell also provides student support programs through web and mobile channels (My SSP mobile app). This allows students to obtain Morneau Shepell services as they study abroad or at home.

Abiliti™ is the next generation Absence Management Solutions (AMS) platform that incorporates a modern interface and numerous efficiency features to support this growing business in the years to come. In conjunction with this, AMS has completed the development of the industry's first disability management mobile application (MyAbiliti™). It will allow an employee to connect directly with a case manager, exchange messages and manage critical documents in a timely manner. The Abiliti platform's design allows Morneau Shepell to support both an outsourcing and SaaS based business model. Morneau Shepell also successfully launched the industry's first absence reporting mobile application, MyAbsence™. It is a convenient way for employees to communicate with their employers when they cannot attend work.

An important aspect of delivering client services using technology is to employ measures to protect the confidentiality, integrity, security and availability of information and technology systems. Morneau Shepell employs a robust technology development and management program that includes multi-layered security defense, business continuity and disaster recovery components. The Company continuously monitors developments and best practices in order regularly improve its development and management program to meet evolving technological and security demands, as well as client and business needs.

Management believes that Morneau Shepell's technological capabilities are an essential component of the organization's strategy to grow its business and create new service offerings. There are approximately 270 employees engaged in technology functions, including research and development, application development, integration and operations. Technology and telecommunication expenses for the Morneau Shepell business, including related employee compensation, were \$46 million in 2016 and \$43 million in 2015.

## Intangible Assets

The Company uses various works protected by intellectual property rights ("Intellectual Property") that the Company owns itself or for which it has been granted rights to use. The Company's Intellectual Property includes brand names, trademarks, trademark designs, customer lists, software and applications, domain names and know-how. This Intellectual Property is important to the Company's operations and its success. We take measures to protect our Intellectual Property, relying on trademark registrations and a combination of legal protections afforded under intellectual property laws as well as contractual provisions under our client, vendor and other licensing arrangements. The Company's registered trademarks are renewed on a timely basis and such trademarks are used in commerce by our licensees. The Company has and intends to continue to protect its Intellectual Property rights and maintain the trademarks and relevant registrations.

## Credit Facility Agreement and Interest-Rate Swaps

### Credit facility agreement

The Company had a credit facility agreement maturing on November 29, 2017, which provided for a revolving facility of \$300 million (including a swing line of \$7 million). During the fourth quarter of 2016 the credit facility agreement was amended and restated (the "Credit Facility Agreement"). The Credit Facility Agreement matures on December 20, 2020 and provides for a revolving facility of \$300 million (including a swing line of \$14 million). At December 31, 2016, the Company had utilized approximately \$170.2 million under the Credit Facility Agreement.

The interest rates for the Credit Facility Agreement are floating, based on a margin over certain referenced rates of interest. The applicable margin may vary up or down depending on the ratio of the Company's consolidated Debt to Adjusted EBITDA as defined in the Credit Facility Agreement. The Credit Facility Agreement is secured by a general assignment of all the assets of the Company and requires the Company to maintain, on a consolidated basis, a Debt to Adjusted EBITDA financial covenant of not more than 3.0:1.0 or for the 12-month period immediately following the completion of a permitted acquisition as defined in the Credit Facility Agreement with a purchase price of \$25 million or more, not more than 3.5:1.0, and an EBITDA to interest expense ratio of not less than 3.0:1.0.

As security for the Credit Facilities, the borrowers (being Morneau Shepell and its subsidiaries, excluding certain minor subsidiaries (collectively referred to as the "Excluded Subsidiaries")) granted the lenders a security interest over all of their respective assets and guaranteed each other's indebtedness. Each of the Company's subsidiaries excluding the Excluded Subsidiaries guaranteed the indebtedness of the borrowers under the Credit Facilities and granted security interests over all of their respective assets.

The Credit Facilities are subject to customary terms and conditions for borrowers of this nature, including limits on incurring additional indebtedness, granting liens or selling assets without the consent of the lenders. The Credit Facilities may, in certain circumstances, restrict Morneau Shepell's ability to pay dividends on the Common Shares, including limiting dividends unless sufficient funds are available for the repayments of indebtedness and the payment of interest expenses and taxes.

The failure to comply with the terms of the Credit Facilities will entitle the lenders to accelerate all amounts outstanding under the Credit Facilities, and upon such acceleration, the lenders would be entitled to begin enforcement procedures against the assets of the borrowers and their subsidiaries, including accounts receivable, work in progress and equipment. The lenders would then be repaid from the proceeds of such enforcement proceedings, using all available assets. Only after such repayment and the payment of all other secured and unsecured creditors would the holders of Common Shares receive any proceeds from the liquidation of the assets of Morneau Shepell and its subsidiaries.

## Interest-rate swaps

The Company entered into a forward starting interest-rate swap agreement in February 2014, to hedge against the variable interest rate component of the Credit Facilities under the Credit Facility Agreement. The notional amount of the swap is \$160 million, for the period from January 5, 2015 up to and ending November 29, 2017. The swap is used to fix the variable component of the interest rate at 1.98%, before the applicable margin.

## Employees

Morneau Shepell currently employs approximately 4,300 people. As well, the organization has access to an extensive network of counsellors worldwide, who are engaged primarily in delivering ESS and AMS.

Management believes that its interactions with its employees are very positive, having developed a culture focused on integrity, flexibility, growth and long-term relationships. Employees have been and will continue to be compensated on growth and profitability targets established by management.

## Foreign Operations

Morneau Shepell's U.S. subsidiaries accounted for 13.4% of revenue in 2016 and 12.8% in 2015. In addition, the Canadian operations billed approximately US \$17.0 million of revenue in 2016 to U.S. clients and approximately US \$14.9 million in 2015.

## Seasonality

Morneau Shepell's business is not subject to significant seasonal fluctuations. There is slightly less fee-for-service consulting revenue in the third quarter due to consulting staff and client staff vacations during these months.

## Economic Dependence

For the year ended December 31, 2016, Morneau Shepell's largest client accounted for approximately 3.8% of revenue (4.8% in 2015) and its top 10 clients, in the aggregate, accounted for approximately 15.2% of revenue (19.5% in 2015).

## Risk Factors

A discussion of risk factors relating to Morneau Shepell and its business is presented in Morneau Shepell's Management's Discussion and Analysis ("MD&A") as at December 31, 2016 and is incorporated by reference into this AIF. The MD&A can be found on SEDAR at [sedar.com](http://sedar.com).

## Dividends

Total cash dividends declared to Shareholders by Morneau Shepell for the past three years were as follows:

<b>Years</b>	<b>Dividend declared (\$)</b>	<b>Dividend per share (\$)</b>
2016	40.0 million	0.78
2015	37.5 million	0.78
2014	37.4 million	0.78

The Board of the Company has adopted a dividend policy with the intent to pay a monthly dividend of \$0.065 per Common Share. The Board intends to review Morneau Shepell's dividend policy periodically in the context of the organization's overall profitability, free cash flow, capital requirements and other business needs. The dividend policy is at the discretion of the Board. Future dividends, if any, will depend on the operations and assets of Morneau Shepell and will be subject to various factors, including Morneau Shepell's financial performance, fluctuations in working capital, the sustainability of its margins, its capital expenditures requirements, obligations under the Credit Facility Agreement, applicable laws and regulations, and other factors that the Directors may deem relevant from time to time. There can be no guarantee that Morneau Shepell will maintain its current dividend policy.

## Description of Capital Structure

The authorized capital of Morneau Shepell consists of an unlimited number of Common Shares and 10 million Preferred Shares issuable in series. The following is a summary of the rights, privileges, restrictions and conditions attaching to the securities of Morneau Shepell, which comprise the share capital of Morneau Shepell.

### Common shares

Holders of Common Shares will be entitled to one vote per Common Share at meetings of Shareholders, to receive dividends if, as and when declared by the Board and to receive pro rata the remaining property and assets of Morneau Shepell upon its dissolution or winding-up, subject to the rights of shares having priority over the Common Shares.

### Preferred shares

Each series of Preferred Shares shall consist of such number of shares and having such rights, privileges, restrictions and conditions as may be determined by the Board of Morneau Shepell prior to the issuance thereof, provided that the Board shall not be permitted to issue more than 10 million in aggregate Preferred Shares at any time. Holders of Preferred

Shares, except as required by law, will not be entitled to vote at meetings of Shareholders. With respect to the payment of dividends and distribution of assets in the event of liquidation, dissolution or winding-up of Morneau Shepell, whether voluntary or involuntary, the Preferred Shares are entitled to preference over the Common Shares and any other shares ranking junior to the Preferred Shares from time to time and may also be given such other preferences over the Common Shares and any other shares ranking junior to the Preferred Shares as may be determined at the time of creation of such series. The Preferred Shares are not, and may not be, created as an anti-takeover mechanism.

## Convertible debentures

In June 2016, the Company redeemed its 5.75% convertible unsecured subordinated debentures that were issued in March 2012 and due March 31, 2017 (the "2012 Convertible Debentures"). The Company redeemed in cash \$2.5 million of the \$75 million aggregate original principal amount of the 2012 Convertible Debentures previously outstanding. The remainder of the previously outstanding 2012 Debentures were converted by their holders into Common Shares of the Company prior to the redemption date.

Additionally, in June 2016, the Company issued \$86 million principal amount of 4.75% Convertible Unsecured Subordinated Debentures (the "Convertible Debentures") for net proceeds of \$82 million. The Convertible Debentures pay interest semi-annually on June 30 and December 31, commencing with the initial interest payment on December 31, 2016 and have a maturity date of June 30, 2021. These debentures are convertible at the option of the holder to Common Shares at a conversion price of \$25.10 per Common Share.

The Company has the option to redeem the Convertible Debentures on and after June 30, 2019 and at any time prior to June 30, 2020 at a redemption price equal to 100% of their principal plus accrued and unpaid interest provided that the weighted average trading price for the 20 consecutive trading days ending five days preceding the date on which the notice of redemption is given is at least 125% of the conversion price of \$25.10. On and after June 30, 2020, but prior to the maturity date, the Convertible Debentures will be redeemable at a redemption price equal to 100% of their principal amount plus accrued and unpaid interest. On redemption or maturity the Company may elect to repay the principal and satisfy its interest obligations by issuing Common Shares.

For additional details regarding the Convertible Debentures, please refer to the Short Form Prospectus dated May 26, 2016 available on the SEDAR website at [sedar.com](http://sedar.com).

## Market for Securities

The Common Shares and the Convertible Debentures are each listed for trading on the TSX under the symbols MSI and MSI.DB.A, respectively.

The following table shows the monthly range of high and low prices per Share as at the close of market and total monthly volumes of Common Shares traded on the TSX during the period January 1, 2016 to December 31, 2016.

### MSI Prices and Volumes

	Price per share (\$) Monthly high	Price per share (\$) Monthly low	Total monthly volume
<b>2016</b>			
January	15.00	13.35	1,343,878
February	15.18	14.29	1,239,623
March	17.24	14.51	1,822,625
April	17.75	16.87	1,352,854
May	17.97	16.60	2,072,092
June	18.04	16.71	2,715,015
July	18.92	17.47	1,191,435
August	18.83	17.95	1,231,673
September	19.57	18.32	5,002,062
October	20.52	18.94	1,940,067
November	20.14	18.34	2,159,061
December	19.32	17.78	1,635,705

### MSI.DB.A Prices and Volumes

	Price per share (\$) Monthly high	Price per share (\$) Monthly low	Total monthly volume
<b>2016</b>			
January	N/A	N/A	N/A
February	N/A	N/A	N/A
March	N/A	N/A	N/A
April	N/A	N/A	N/A
May	N/A	N/A	N/A
June	103.99	100.54	36,907,000
July	106.00	103.40	3,313,000
August	106.50	105.51	2,475,800
September	107.13	106.00	3,707,000
October	109.00	107.00	1,198,000
November	107.00	105.00	1,653,000
December	105.11	104.24	933,000

## Directors and Officers

The following tables set out, for each Director and each executive officer of Morneau Shepell, the person's name, residence, positions with Morneau Shepell, membership on various Board committees, principal occupation and number of Common Shares, DSUs and RSUs owned as at March 2, 2017 (unless otherwise noted below). The term of office for each Director will expire at the next annual meeting of Shareholders.

### Board of Directors

<b>Name and Province / State of Residence</b>	<b>Position</b>	<b>Trustee / Director Since</b>	<b>Principal Occupation</b>	<b>Common Shares owned, controlled or directed</b>	<b>Post Retirement DSUs held as of December 31, 2016*</b>
Gillian (Jill) Denham Ontario, Canada	Director (Chair) Chair of the Governance & Nominating Committee	October 22, 2008	Corporate Director	12,630	16,594
Ron Lalonde Ontario, Canada	Director Member of the Audit Committee Member of the Governance and Nominating Committee	March 3, 2016	Corporate Director	3,900	1,344
Diane MacDiarmid Ontario, Canada	Director Chair of the HR Committee	October 22, 2008	President, MacDiarmid & Company	10,332	19,250
Jack Mintz Alberta, Canada	Director Member of the Audit Committee Member of the Governance and Nominating Committee	January 19, 2010	President's Fellow of the School of Public Policy, University of Calgary	9,000	29,011
W.F. (Frank) Morneau, Sr. Ontario, Canada	Director (Honorary Chair)	August 22, 2005	Corporate Director	197,305	12,912
Kevin Pennington Georgia, United States	Director Member of the HR Committee	March 3, 2015	Chief Human Resources Officer, Fiserv, Inc.	12,000	10,052
Dale Ponder Ontario, Canada	Director Member of the Governance and Nominating Committee Member of the HR Committee	February 9, 2016	National Managing Partner and chief executive, Osler, Hoskin & Harcourt LLP	Nil	1,394
John Rogers Ontario, Canada	Director Chair of the Audit Committee	May 14, 2008	Corporate Director	10,000	15,630
Alan Torrie Ontario, Canada	Director, President and Chief Executive Officer	September 30, 2005	President and Chief Executive Officer	Nil	616,444**

\* Grants made in 2017 not included in chart

\*\* In the form of Retirement DSUs

## Executive Officers

Name and Province/State of Residence	Position	Common Shares owned, controlled or directed	Retirement DSUs / RSUs held as of December 31, 2016*
Pierre Chamberland Québec, Canada	Executive Vice President and Chief Operating Officer, Administrative Solutions	50,028	136,037
Hazel Claxton Ontario, Canada	Executive Vice President and Chief Human Resources Officer	Nil	51,254
Rita Fridella Ontario, Canada	Executive Vice President and General Manager, Employee Support Solutions	3,845	82,103
Stephen Liptrap Ontario, Canada	Chief Operating Officer	Nil	139,174
Susan Marsh Ontario, Canada	General Counsel and Corporate Secretary	455	8,126
Scott Milligan Ontario, Canada	Executive Vice President and Chief Financial Officer	10,645	125,290
Randal Phillips Ontario, Canada	Executive Vice President and Chief Client Officer	313,758	102,350
Julien Ponce Québec, Canada	Executive Vice President, Eastern Canada and National leader of the consulting practice	70,000	116,356
Zahid Salman Ontario, Canada	Executive Vice President, Ontario & Western Canada and General Manager, AMS	6,985	142,750

\* Grants made in 2017 not included in chart.

As of March 2, 2017, the Directors and executive officers of Morneau Shepell beneficially owned and controlled 710,883 Common Shares, which represents 1.3% of the total number of Common Shares issued and outstanding as of such date. At December 31, 2016 these individuals also held an aggregate of 1,626,071 LTIP Units.

The following are brief profiles of the Board of Directors and executive officers of Morneau Shepell:

### Board of Directors

**Gillian (Jill) Denham** is a corporate director and currently serves on the board of directors of CP, Kinaxis Inc. and National Bank. She is also the chair of Munich Reinsurance Company of Canada and Temple Insurance Company (both private companies). Ms Denham is a board member and chair of the Investment Committee of CAMH (Centre for Addiction and Mental Health) and a member of the Board of Governors and chair of the Finance & Audit Sub-Committee of Upper Canada College. Ms Denham spent her career at Wood Gundy and CIBC. She has held senior positions in investment banking, was President of Merchant Banking / Private Equity and had regional responsibility for CIBC in Europe. She was also head of the Retail Bank for CIBC. She holds an Honours Business Administration (HBA) degree from the Ivey Business School, the University of Western Ontario and an MBA from Harvard Business School.

**Ron Lalonde** is a corporate director. Prior to his retirement in 2010, Mr. Lalonde was Senior Executive Vice President, Technology & Operations at CIBC. Prior to this, Mr. Lalonde was the Chief Administrative Officer of CIBC, with responsibility for finance, legal, compliance, human resources, marketing and other support functions. Mr. Lalonde also held senior executive positions in London, England and New York. Mr. Lalonde currently serves as a director of several companies, including Street Capital Group Inc. and DH Corporation. Mr. Lalonde serves as a Commissioner on the Board of the Toronto Transit Commission and is a director of The Canadian Stage Company. Mr. Lalonde holds a BA from Western University and an MBA from the Ivey Business School.

**Diane MacDiarmid** is President, MacDiarmid & Company, a human resources and organizational effectiveness consulting firm. Previously Ms MacDiarmid was Executive Vice President, Corporate Resources with Bentall Kennedy LP, a North American real estate investment and services company. In that position, which she held for seven years, Ms MacDiarmid led Bentall Kennedy's human resources and strategy functions. Prior to joining Bentall Kennedy, Ms MacDiarmid was President of Oliver Wyman Delta Canada. In her 16-year consulting career with Oliver Wyman, Ms MacDiarmid worked with the senior leadership of companies across North America addressing issues of strategy, organization design and leadership effectiveness. Earlier in her career Ms MacDiarmid worked in financial services, consulting engineering and the oil industry. Ms MacDiarmid holds an MBA from the Schulich School, York University, Toronto and a Bachelor of Applied Science from Queen's University, Kingston, Ontario. She is a member of the board of Altus Group Limited.

**Jack Mintz** is the President's Fellow of the School of Public Policy at the University of Calgary after serving as its founding director until July 1, 2015. Dr. Mintz also serves as the National Policy Advisor for EY since July 2015. He presently serves on several boards including Imperial Oil Limited, Global Risk Institute and Chair of the Social Sciences and Humanities Research Council of Canada. Dr. Mintz also served as a director and the past audit chair for Brookfield Asset Management and CHC Helicopter. He has been appointed to lead or participate in several government panels over the years including the Federal Minister of Health "Health and Innovation panel 2014-2015" and research director for the Federal-Provincial Territorial Minister's Working Group on Retirement Income Research in 2009. He was a Visiting Professor, New York University Law School 2007 and Columbia Law School 2015; President and CEO of the C.D. Howe Institute from 1999-2006; Clifford Clark Visiting Economist at the Department of Finance, Ottawa and Chair of the federal government's Technical Committee on Business Taxation in 1996 and 1997; and Associate Dean (Academic) of the Faculty of Management, University of Toronto, 1993-1995. In 2015, he was appointed as a member of the Order of Canada.

**W.F. Morneau Sr.** is the Honorary Chair and founder of Morneau Shepell. He has served on a number of corporate and charitable boards. Mr. Morneau is the past Chair of the University of St. Michael's College, past Chair of the Providence Healthcare Foundation, past Treasurer and Board Member of the Sunnybrook and Women's Foundation, past Chair and director of the Patrons of the Arts of the Vatican Museums, past Chair of WFI Industries Ltd., and Honourable Chair of the Newman Foundation at the University of Toronto. Mr. Morneau was named as the Catholic Business Person of the Year in 2006. He was presented with the Award of Merit by The St. George's Society of Toronto in April 2005; was appointed, in 1999, as Knight Commander of the Order of St. Gregory the Great by His Holiness Pope John Paul II, and elevated to "With Star" in 2012 by Pope Benedict, the highest honour accorded to a Catholic layperson; and received an Honorary Doctorate from the University of St. Michael's College in 1996.

**Kevin Pennington** is the Chief Human Resources Officer of Fiserv, Inc., a leading global technology provider for the financial services industry. Throughout his more than 30-year career, Mr. Pennington has held increasingly senior human resources roles in both the United States and Canada. He served as Executive Vice President, Human Resources and Administration with Agere Systems Inc., an integrated circuit components company, from 2001 to 2005, followed by six years as Executive Vice President, Chief Human Resources Officer with Toronto-based Rogers Communications Inc. Mr. Pennington holds a BSc degree in Behavioural Science/Management and an MSc degree in Counselling, both from Shippensburg University of Pennsylvania.

**Dale Ponder** is the National Managing Partner and chief executive of Osler, Hoskin & Harcourt LLP and also serves on the firm's Executive Committee. As a senior member of the firm's Mergers and Acquisitions practice, she has had extensive experience throughout her career leading transactions relating to public and private merger and acquisition matters and advising boards of public companies. Ms Ponder's practice background has focused on M&A, securities regulation and corporate governance. In the course of her practice, she has been recognized as a leading corporate and M&A lawyer by various peer ranking publications, including Chambers Global: The World's Leading Lawyers for Business, the Lexpert/

American Lawyer Guide to the Leading 500 Lawyers in Canada, Lexpert's Leading Corporate Lawyers and Best Lawyers in Canada. Ms. Ponder serves on the board of the Canadian Real Estate Investment Trust. She is also a member of the Advisory Board of Canada's Top 40 Under 40, the Governors' Council of St. Michael's Hospital Foundation and the CGCA Advisory Board, and is a mentor in the Women's Executive Network.

**John Rogers** is a corporate director. He spent 32 years of his professional career with MDS Inc., a NYSE and TSX listed company. Mr. Rogers served as MDS's President and Chief Executive Officer from 1996 to 2005 and was a board member from 1992 to 2005. He also served MDS in the capacity of President and Chief Operating Officer (1991- 1996), President (1985-1991), Vice President, Finance (1978-1985) and Secretary-Treasurer and Chief Financial Officer (1976-1978). In 2004, he was honoured as Distinguished Businessman of the Year by Rotman School of Business. Mr. Rogers attended the Advanced Management Program at Harvard University, is a Fellow of the Chartered Professional Accountants of Ontario and received a BA (Commerce) from the University of Toronto.

**Alan Torrie** is President and Chief Executive Officer of Morneau Shepell. Mr. Torrie's responsibilities include the development and execution of the Company's overall strategic direction, and leading enterprise performance to achieve both its short-term and long-term business results. Mr. Torrie joined the Company in 2005 as a Trustee of the then Morneau Sobeco Income Fund, and Chair of the Compensation and Corporate Governance Committee. He became President in 2008, Chief Executive Officer in 2009, and has served as a Director on the Board of the Company since the conversion to a corporation in 2011. Prior to the acquisition of Shepell.fgi Holdings LP, Mr. Torrie also served on its Board from 2005-2008. When he was named President in 2008, Mr. Torrie brought with him more than 25 years of experience as a senior executive leader in the health and life science industry including President and Chief Executive Officer of MDS Diagnostics and Executive Vice President of MDS Inc., Chief Operating Officer of Retirement Residences REIT (Revera) and Executive in Residence with Clairvest Private Equity. Earlier in his career he was also the Chief Executive Officer of Joseph Brant Hospital. Mr. Torrie has served on numerous community boards including past Chair of AMREF Canada (African Medical Research and Education Foundation) and past Chair of Trillium Health Partners. Mr. Torrie is currently a Director and Chair of the Finance Committee of Appleby College and a Director of Extendicare Inc.

## Executive Officers

**Pierre Chamberland** is Chief Operating Officer and Executive Vice-President of Administrative Solutions.

Mr. Chamberland is responsible for the overall management of Morneau Shepell's outsourcing practice, and oversees pension and benefits administration services for the Company as a whole. Since joining the Company in 1982, Mr. Chamberland has been involved in both consulting as well as outsourcing on pensions and benefits. In his current role, he brings extensive experience in and understanding of the Canadian and U.S. outsourcing environment, having worked with clients throughout North America, including large corporations, as well as government, public and para-public organizations. Early in his career, Mr. Chamberland managed many significant benefits and pension administration implementation projects. He was also the primary driver behind the launch of the innovative *Ariel*<sup>®</sup> suite of software for pension and benefits administration. He continues to provide strategic consulting and project management support on new client implementation projects. Based in Montréal, Mr. Chamberland is active in the local community and has been personally involved for several years in the annual United Way campaign, where he acts on behalf of the HR consultants sector. Mr. Chamberland graduated from Université Laval in 1982 with a degree in Actuarial Sciences. He became a Fellow of the Canadian Institute of Actuaries and of the Society of Actuaries in 1986.

**Hazel Claxton** is Executive Vice-President and Chief Human Resources Officer. Ms Claxton is responsible for the Human Resources function that enables the Company's people strategy. A passionate people leader who joined the Company in 2013, Ms Claxton previously spent more than 25 years at PwC where she held a wide variety of leadership roles including Human Capital Leader, lead relationship partner for priority clients, Corporate Advisory and Restructuring Group partner, and Chair of PwC's Women in Leadership initiative. Ms Claxton serves on the board of St. Michael's Hospital and Queen's University and previously on the board of the Shaw Festival Theatre. Ms Claxton graduated from Queen's University with a

Bachelor of Commerce (Honours) degree and is a Chartered Professional Accountant (CPA, CA). She is also a graduate of Rotman School of Management's Advanced Program in HR Management and its Institute of Corporate Directors Program.

**Rita Fridella** is Executive Vice President and General Manager, Employee Support Solutions. In leading the Company's team, Ms Fridella brings more than 30 years' experience in the organizational health field. She has been with the Company since 2001 and has previously served as Senior Vice President, Operations for Employee Support Solutions and Chief Clinician for the Company. Ms Fridella was certified as a Six Sigma Black Belt in 2008 and throughout her career has led strategic initiatives to improve Company systems and processes. Ms Fridella holds multiple advanced degrees that include an Executive MBA and Advanced Graduate Diploma in Management, both from Athabasca University, and an MEd in Counselling Psychology from the University of Toronto. She also holds an Honours BA (combined Philosophy and BPsychology) from York University and an advanced certificate in professional mediation from the University of Windsor. Ms Fridella serves on the board of the Employee Assistance Society of North America (EASNA).

**Stephen Liptrap** is Chief Operating Officer of Morneau Shepell. Mr. Liptrap is responsible for leading Morneau Shepell's business operations and functions, a role he assumed in 2016 and to which he brings more than 25 years of senior executive experience in the high tech, consumer packaged goods and retail sectors. Previously, since 2010, Mr. Liptrap led Morneau Shepell's largest business unit, Employee Support Solutions. Mr. Liptrap first joined Morneau Shepell and its senior executive team in 2008. Mr. Liptrap also served on the HR Committee for the 2015 PanAm Games, the Canadian Board of Directors for NCR and the Pension Board for Europe for a large technology company. He is a frequent speaker and thought leader on HR issues facing organizations today. Mr. Liptrap is a member of the Human Resources Professionals Association. He holds an Honours Business Administration degree from the Ivey Business School, Western University, and is a recent graduate of the Harvard Advanced Management Program.

**Susan Marsh** is General Counsel and Corporate Secretary. Ms Marsh provides legal and risk management counsel to the Company on all aspects of its business and operations and acts as a trusted advisor and business partner, assisting the Company in identifying and implementing its strategic and tactical objectives. Ms Marsh has more than 10 years of experience in corporate, commercial and securities law, working with public and private companies as both external and internal legal counsel. Prior to joining the Company, Ms Marsh worked as a lawyer at law firms in Toronto and St. John's. Ms Marsh graduated from the University of New Brunswick Law School in 2004 after studying biochemistry at Memorial University. She was also among the first graduating class of the Rotman School of Management's Leadership Program for In-House Counsel and holds the title of Certified In-House Counsel, Canada (CIC.C). In 2016 Ms Marsh was recognized with Lexpert's Rising Star award which acknowledges leading lawyers under the age of 40 from across Canada who have made contributions to the community or profession, such as volunteering, board membership and/or teaching.

**Scott Milligan** is Executive Vice-President and Chief Financial Officer. Mr. Milligan is responsible for the development and execution of the Company's overall corporate strategy, merger and acquisition activities, information technology, as well as the corporate functions that manage and determine the financial health of the organization including financial reporting, processes, control, tax, treasury, real estate, planning, analysis and investor relations. Mr. Milligan joined the Company in 2009 as Chief Financial Officer. Mr. Milligan brings to this position many years of senior executive business and finance management experience earned across a number of North American-based organizations. Prior to joining Morneau Shepell, Mr. Milligan held progressively senior assignments at Zarlink Semiconductor, MCI Canada, Pepsi-Cola, Campbell Soup Company, and Price Waterhouse. Mr. Milligan serves on the board and is a member of the Audit and Finance Committee of The Learning Partnership. Mr. Milligan has an Honours Bachelor of Mathematics degree from the University of Waterloo and is a Chartered Professional Accountant.

**Randal Phillips** is Executive Vice-President and Chief Client Officer. Mr. Phillips is responsible for ensuring the Company maintains its strong focus on the quality of the client experience and client satisfaction levels across its broad range of services. In addition, he leads the Company's corporate marketing and communications, public sector and client

development teams. Mr. Phillips joined Morneau Shepell in 1986 and has held progressively senior positions including the management of the Administrative Solutions business. Prior to joining Morneau Shepell, Mr. Phillips held senior technical and management positions within the insurance industry, working with clients in both the public and private sectors. Mr. Phillips is actively involved with Christian Blind Mission (CBM), an international charitable organization that helps people with disabilities in the poorest countries in the world. He is a member of the Board of Directors of CBM Canada and CBM International. Mr. Phillips is a graduate of the University of Waterloo with a double major in Computer Science and Actuarial Science, and is a Fellow of the Society of Actuaries (FSA) and the Canadian Institute of Actuaries (FCIA).

**Julien Ponce** is Executive Vice-President for Eastern Canada and National leader of the consulting practice. Mr. Ponce is responsible for the management of the Company's Eastern Region business, and the full range of services provided to clients in Ottawa, Québec, and Atlantic Canada, including the design and delivery of programs related to pension, benefits, health and productivity. He also leads Morneau Shepell's consulting practice. Based out of Montreal, he joined the Company in 1987 and is widely recognized today in the industry for his expertise and thought leadership. At Morneau Shepell, Mr. Ponce has worked with a considerable number of organizations of all types, in both the public and private sectors. He is active in several professional organizations and is Chair of the Board of Jovia. Mr. Ponce has been a guest speaker and contributor to industry forums and conferences. He is a graduate of the Advanced Management Program at Harvard Business School and holds a Bachelor of Science degree in Mathematics from Université de Montréal. He is also a Fellow of both the Society of Actuaries and the Canadian Institute of Actuaries.

**Zahid Salman** is Executive Vice President, Ontario and Western Canada Regions; and General Manager, Absence Management Solutions. Based in Toronto, Mr. Salman is responsible for the Ontario and Western Canada regions as well as the Absence Management Solutions line of business. As part of his role, Mr. Salman is also responsible for our Enterprise Innovation function, which focuses on cross-line of business solutions and major growth initiatives that leverage the integrated value of the Company's expertise, solutions and data analytics. An actuary by profession, he joined Morneau Shepell in 2008 and brings to his role over 25 years of expertise and business experience in HR consulting and outsourcing. Mr. Salman previously held senior executive positions at two other global firms in the industry. Throughout his career, Mr. Salman has continued to actively serve clients and has been a speaker and author on industry issues, while also presenting at plan sponsor education sessions. In addition, he has taught at the Humber College Centre for Employee Benefits. Mr. Salman is currently Chair of the Board of the Alzheimer Society of York Region. Mr. Salman has earned Fellow of the Society of Actuaries (FSA) and Fellow of the Canadian Institute of Actuaries (FCIA) designations, and holds an honours degree in Actuarial Science from the University of Western Ontario. He is also a graduate of the Advanced Management Program at Harvard Business School.

## Involvement of Directors and Officers in certain proceedings

### John Rogers

In 2009, staff of the Ontario Securities Commission ("OSC") commenced proceedings against Coventree Inc. ("Coventree") with respect to alleged breaches of Ontario securities laws relating to Coventree's continuous disclosure obligations. In September 2011, the OSC released its decision and concluded that Coventree breached sections 75(1) and 75(2) of the *Securities Act* (Ontario) by (i) failing to file a news release and material change report in respect of the decision of Dominion Bond Rating Service in January of 2007 to change its credit rating methodology, and (ii) failing to file a news release and a material change report with respect to liquidity and liquidity-related events and the risk of a market disruption in the days leading up to the asset backed commercial paper market disruption that occurred on August 13, 2007.

In a decision released on November 9, 2011, the OSC ordered Coventree to pay an administrative penalty of \$1 million and to pay \$250,000 of the costs incurred by OSC staff in connection with the hearing. The OSC also ordered that trading in any securities by Coventree cease and that any Ontario securities law exemptions not apply to Coventree until its

winding up is completed, provided that these orders will not prevent the winding up of Coventree or trades in securities reasonably related to that winding up. The cease trade order against Coventree is still in effect. Mr. Rogers was a director of Coventree in 2007 during the period of time to which the OSC proceedings relate. However, no proceedings were brought against Mr. Rogers in his individual capacity with respect to these matters.

### **Alan Torrie**

Mr. Torrie was a director of LMI Legacy Holdings II Inc. (formerly known as Landauer-Metropolitan, Inc.) (together with certain affiliated entities, "LMI") which filed a petition in the U.S. Bankruptcy Court for the District of Delaware for relief under Chapter 11 of the U.S. Bankruptcy Code on August 16, 2013. Following a sale of substantially all of LMI's assets on February 7, 2014, LMI filed a Joint Plan of Liquidation (the "Plan") pursuant to Chapter 11 of the U.S. Bankruptcy Code. On April 28, 2014, the U.S. Bankruptcy Court entered an order confirming the Plan, and the effective date for the Plan was May 1, 2014.

### **Jill Denham**

From June 2012 to June 2016, Ms Denham was a member of the Board of Directors of Penn West Petroleum Ltd., a company that was subject to cease trade orders further to the July 2014 announcement by Penn West Petroleum Ltd. of the review of some of its accounting practices and the decision to restate its financial statements. These orders are no longer in effect.

## **Audit Committee**

### *Charter of the Audit Committee*

The Audit Committee assists the Board of Directors in fulfilling its responsibilities of oversight of the accounting and financial reporting practices and procedures of Morneau Shepell, the adequacy of internal accounting controls and procedures and the quality and integrity of financial statements of Morneau Shepell. In addition, the Audit Committee is responsible for directing the auditors' examination of specific areas and for the selection of independent auditors of Morneau Shepell. The Charter of the Audit Committee of Morneau Shepell is attached as Schedule A to this AIF.

### *Composition of the Audit Committee*

From March 3, 2016 until March 2, 2017 the Audit Committee was comprised of John Rogers (Chair), Ron Lalonde and Jack Mintz. On March 2, 2017 John Rogers stepped down as the Chair of the Audit Committee (while maintaining his membership on the Committee) and Jack Mintz was appointed as Chair. The current Audit Committee is composed of three members, namely Jack Mintz (Chair), John Rogers and Ron Lalonde. Each member of the Audit Committee is independent and financially literate as defined under Multilateral Instrument 52-110 - Audit Committees.

In addition to each member's general business experience (as set forth in their respective profiles above under "Directors and Officers"), the education and experience of each Audit Committee member that is relevant to the performance of such member's responsibilities as an Audit Committee member, are as follows:

Dr. Mintz has published widely in the field of public economics and was named one of the world's most influential tax experts. He has taught as a Professor of Business Economics for over 30 years in a number of Canadian and U.S. universities and was appointed by the Federal Minister of Finance to the Economic Advisory Council to advise on economic planning 2008-2015. Dr. Mintz also served as a director and the past audit chair for Brookfield Asset Management and CHC Helicopter.

Mr. Rogers is a Fellow of the Chartered Professional Accountants of Ontario, with more than 32 years of senior executive and financial management experience with MDS Inc., a NYSE and TSX listed company. As well, he has served as the audit committee Chair of a TSX listed company.

Prior to his retirement in 2010, Mr. Lalonde held several senior executive positions with CIBC including the role of Chief Administrative Officer of CIBC with responsibility for finance and other support functions.

### *Audit fees*

KPMG are the auditors of the Company and have confirmed they are independent within the meaning of the relevant rules and related interpretations prescribed by the relevant professional bodies in Canada and any applicable legislation and regulations.

For the fiscal years ended December 31, 2016 and December 31, 2015, the Company paid or accrued fees for KPMG LLP for services in connection with this fiscal period, as follows:

<b>Type of Fee</b>	<b>2016 (\$)</b>	<b>2015 (\$)</b>
Audit and Review Fees	660,000	550,000
Audit-Related Fees	717,000	700,000
Tax Fees	7,000	7,000

The nature of each category of fees is set out below.

*Audit and Review Fees:* Statutory and regulatory audits, attest services including the audit of the consolidated financial statements and the reviews of quarterly consolidated financial statements, as well as consultation with the auditor regarding accounting and disclosure issues related to these financial statements.

*Audit-Related Fees:* Audits and attest services not included above. These services consist of:

- attestation of control procedures over operational systems of outsourcing practices under the Canadian Standard for Assurance Engagements No. 3416 and the Statement on Standards for Attestation Engagements No. 16;
- audits of the financial statements of Morneau Shepell Asset & Risk Management Ltd. and its funds;
- audits of the pension plan for employees of the Company; and
- information security reviews as required including certification under ISO 27001 and opinions under the Trust Services principles (SOC 2).

*Tax Fees:* Assistance provided related to the preparation of the Company and its subsidiaries' corporate tax returns.

### *Pre-approval of non-audit services*

As indicated in the Audit Committee Charter, the Audit Committee pre-approves all non-audit services provided by the external auditor. There are specific procedures for the pre-approval of audit and non-audit services provided by the external auditor. A list of pre-approved services has been developed and is reviewed on an annual basis. As additional non-audit services are required, a proposal is made by the external auditor, which includes the nature of the services to be performed, timing of delivery and approximate cost for consideration by the Audit Committee. Work is initiated only upon approval by the Audit Committee.

For services costing up to \$100,000, approval can be granted by the Chair of the Audit Committee so long as the details are presented to the full Audit Committee at the next scheduled meeting. For services costing more than \$100,000, the full Audit Committee must provide pre-approval.

## Transfer Agent and Registrar

CST Trust Company is transfer agent and registrar of Morneau Shepell for Common Shares at its principal office in Toronto, Ontario. Computershare Trust Company of Canada is the indenture trustee for the Convertible Debentures at its principal office in Toronto, Ontario.

## Material Contracts

The only material contracts entered into by Morneau Shepell that are still in effect, other than in the ordinary course of business, are as follows:

- (i) the Credit Facility Agreement; and
- (ii) the trust indenture governing the Convertible Debentures.

Copies of the foregoing documents may be examined during normal business hours at the office of Morneau Shepell located at 895 Don Mills Road, Tower One, Suite 700, Toronto, Ontario, M3C 1W3, and are also available on the SEDAR website at [sedar.com](http://sedar.com).

## Interest of Management and Others in Material Transactions

There are no proposed transactions, nor have there been any transactions within the last three fiscal years, which in either case have materially affected or will materially affect Morneau Shepell, in which any of their officers or Directors had or has any material interest, direct or indirect.

## Legal Proceedings

In the ordinary course of business, Morneau Shepell may, from time to time, be subject to various pending and threatened lawsuits in which claims for monetary damages are asserted. To the knowledge of Morneau Shepell, Morneau Shepell is not involved in any legal proceeding or regulatory action that is expected to have a material adverse effect on Morneau Shepell and no legal proceedings or regulatory actions of a material nature are pending or to the knowledge of Morneau Shepell threatened against it.

## Interest of Experts

Morneau Shepell's auditors are KPMG LLP, chartered professional accountants, who have prepared an independent auditors' report dated March 2, 2017 in respect of the Company's consolidated financial statements as at December 31, 2016 and 2015 and for the years then ended. KPMG LLP has confirmed that they are independent within the meaning of the relevant rules and related interpretations prescribed by the relevant professional bodies in Canada and any applicable legislation or regulations. A copy of the consolidated annual financial statements of the Company, as filed by Morneau Shepell, including the auditors' report thereon, is available at SEDAR at [sedar.com](http://sedar.com).

## Additional Information

Additional information relating to Morneau Shepell may be found on the SEDAR website at [sedar.com](http://sedar.com). Additional information, including directors' and officers' remuneration, principal holders of Morneau Shepell's securities and securities authorized for issuance under equity compensation plans is contained in Morneau Shepell's Management Information Circular for its most recent Annual Meeting of Shareholders. Additional financial information is provided in the Company's financial statements and Morneau Shepell's MD&A for the year ended December 31, 2016 and on the Morneau Shepell website at [morneaushepell.com](http://morneaushepell.com). The documents are available upon request to Investor Relations, Morneau Shepell, 895 Don Mills Road, Tower One, Suite 700, Toronto, Ontario, M3C 1W3.

## Schedule A – Audit Committee Charter

The following Audit Committee charter was adopted by the Board of Directors of Morneau Shepell (the “Company”).

The Audit Committee (the “Committee”) of the Company is established in order to assist the board of directors of the Company (the “Board”) in their oversight activities. The purpose of the Committee is to assist the Board in its oversight and evaluation of:

- (a) the quality and integrity of the Company’s accounting and financial reporting practices and procedures,
- (b) the adequacy of the Company’s internal accounting controls and procedures,
- (c) the quality and integrity of the Company’s consolidated financial statements,
- (d) the independence and performance of the Company’s independent auditor, and
- (e) any additional duties set out in this Charter or otherwise delegated to the Committee by the Board.

### Composition

The Board shall elect annually from among its members the Committee to be composed of three directors who are “unrelated” directors (within the meaning of the Toronto Stock Exchange corporate governance guidelines), who qualify as “independent directors” within the meaning of Multilateral Instrument 52-110 – Audit Committees (the “**Audit Committee Rule**”) and each of whom is “financially literate” (or will become so within a reasonable period of time following his or her appointment) within the meaning of the Audit Committee Rule.

A member of the Committee who sits on the board of directors/managers of an affiliated entity is exempt from the requirement that he or she be independent if that member, except for being a director/manager or member of a board committee the Company and the affiliated entity, provided that:

- (a) the member would be independent of the Company but for being an affiliated entity of the Company or any of its subsidiary entities;
- (b) the member is not an executive officer, general partner or managing member of a person or company that is an affiliated entity of the Company and has its securities trading on a marketplace;
- (c) the member is not an immediate family member of an executive officer, general partner or managing member of a person or company that is an affiliated entity of the Company and has its securities trading on a marketplace;
- (d) the member does not act as the chair of the audit committee; and
- (e) the boards have determined that the member is able to exercise the impartial judgment necessary for the member to fulfill his or her responsibilities as an Audit Committee member, the appointment of the member is required by the best interests of the Company and its security holders; and appointing such member to the Committee will not materially adversely affect the ability of the Committee to act independently.

If a member of the Committee ceases to be independent for reasons outside that member’s reasonable control, that member is exempt from the requirement to be independent for a period ending on the later of:

- (a) the next annual meeting of the Company; and
- (b) the date that is six months from the occurrence of the event which caused the member to not be independent,

provided that the Board has determined that appointing such member to the Committee will not materially adversely affect the ability of the Committee to act independently.

Where the death, disability or resignation of a member of the Committee has resulted in a vacancy on the Committee that the Board is required to fill, a member appointed to fill such vacancy is exempt from the requirements to be independent and financially literate for a period ending on the later of:

- (a) the next annual meeting of the Company; and
- (b) the date that is six months from the day the vacancy was created,

provided that the Board has determined that appointing such member to the Committee will not materially adversely affect the ability of the Committee to act independently.

## Reports

The Committee shall report to the Board on a regular basis and, in any event, before the public disclosure by the Company of its quarterly and annual financial results. The reports of the Committee shall include any issues of which the Committee is aware with respect to the quality or integrity of the Company's consolidated financial statements, the effectiveness of systems of control established by management to safeguard the assets of the Company, its compliance with legal or regulatory requirements, and the independence and performance of the Company's independent auditor.

## Responsibilities

Subject to the powers and duties of the Board, the Board hereby delegates to the Committee the following powers and duties to be performed by the Committee on behalf of and for the Board:

## Financial Statements and Other Financial Information

The Committee shall:

- (a) review the Company's consolidated annual audited financial statements and related documents prior to any public disclosure of such information;
- (b) review the Company's unaudited condensed consolidated interim financial statements and related documents prior to any public disclosure of such information;
- (c) review with management and/or the independent auditor all critical policies and practices used as well as significant financial reporting issues, management estimates and judgments and any changes in the selection or application of accounting principles, any major issues regarding auditing principles and practices, and the adequacy of internal controls that may affect the Company's consolidated financial statements;
- (d) review with management and/or the independent auditor the treatment in the financial statements of any significant non-routine transactions;
- (e) review use of "pro forma" or "adjusted non-IFRS" information;
- (f) review with management and the independent auditor the alternative treatments of financial information within IFRS, ramifications of the use of such alternative disclosures and treatments and the preferred treatment by management and the independent auditor;
- (g) review the effect of regulatory and accounting initiatives, as well as any off balance sheet structures, transactions, arrangements and obligations (contingent or otherwise) on the Company's financial statements;

- (h) review any disclosures concerning any weaknesses or any deficiencies in the design or operation of internal controls of disclosure controls made to the Committee by the Chief Executive Officer and the Chief Financial Officer during their certification process in documents filed with applicable securities regulators;
- (i) review with the Company's legal counsel any legal matters that may have a material impact on the Company's financial statements, including the status of any material pending or threatened litigation, claims and assessments respecting the Company and its subsidiaries on a quarterly basis;
- (j) review the management's discussion and analysis and earnings press releases of the Company prior to any disclosure to the public; and
- (k) following a review with management and the independent auditor of such annual and interim consolidated financial statements and related documents, recommend to the Board the approval of such financial statements and related documents.

## Financial Reporting Control Systems

The Committee shall:

- (a) require management to implement and maintain appropriate internal controls, and use reasonable efforts to satisfy itself as to the adequacy of the Company policies for the management of risk and the preservation of assets and the fulfillment of legislative and regulatory requirements;
- (b) annually, in consultation with management, the independent auditor and, if applicable, the officer or employee responsible for the internal audit function, review, evaluate and assess the adequacy and integrity of the Company's consolidated financial reporting processes and internal controls, and discuss significant financial risk, exposures and the steps management has taken to monitor, control and report such exposures;
- (c) if applicable, meet separately with the officer or employee responsible for the internal audit function to discuss any matters that the Committee or independent auditor believes should be discussed in private;
- (d) submit to the Board and the boards of directors/managers of its subsidiaries any recommendations the Committee may have from time to time with respect to financial reporting, accounting procedures and policies and internal controls;
- (e) review reports from senior officers of the Company and its subsidiaries outlining any significant changes in financial risks facing the Company;
- (f) review the management letter of the independent auditor and the responses to suggestions made;
- (g) review any new appointments to senior positions of the Company and its subsidiaries with financial reporting responsibilities (such review may be carried out by the Chair of the Committee);
- (h) satisfy itself that adequate procedures are in place for the review of the Company disclosure of the Company's financial information extracted or derived from the Company's consolidated financial statements (other than the financial statements, management's discussion and analysis and earnings press releases) and periodically assess the adequacy of those procedures;
- (i) review procedures for:
  - (i) treatment of complaints received by the Company or its subsidiaries regarding accounting, internal accounting controls or auditing matters; and
  - (ii) the confidential, anonymous submission by employees of the Company or its subsidiaries of concerns regarding questionable accounting or auditing matters;

- (j) review with the Company's Chief Financial Officer, other members of management and the independent auditor any correspondence with regulators or governmental agencies and any employee complaints or published reports, which raise material issues regarding the Company's financial statements or accounting policies;
- (k) review and approve the Company's (and its respective subsidiaries') hiring policies regarding partners, employees and former partners and employees of the present and former independent auditors of the Company;
- (l) review and approve the Pre-Approval Policy for the Company's auditors;
- (m) obtain comments from the independent auditor regarding the overall control environment; and
- (n) review the adequacy of accounting system controls.

## Independent Auditor

The Committee shall:

- (a) review the audit plan with the independent auditor;
- (b) discuss in private with the independent auditor matters affecting the conduct of its audit and other corporate matters;
- (c) review the performance and the remuneration of the Company's independent auditor;
- (d) recommend to the Board each year the retention or replacement of the independent auditor to be nominated for the purpose of preparing or issuing an auditor's report or performing other audit, review or attest services for the Company and the remuneration of the independent auditor;
- (e) if there is a plan to change the independent auditor, review all issues related to the change and the steps planned for an orderly transition;
- (f) annually review and recommend for approval to the shareholders the terms of engagement and the remuneration of the independent auditor;
- (g) oversee the work of the independent auditor engaged for the purpose of preparing or issuing an auditor's report or performing other audit, review or attest services for the Company, including the resolution of disagreements between management and the independent auditor regarding financial reporting;
- (h) discuss with the Company's independent auditor the quality and not just the acceptability of the Company's accounting principles;
- (i) relay its expectations to the Company's independent auditor from time to time including its expectation that:
  - (i) any disagreements of a material nature with management be brought to the attention of the Committee,
  - (ii) the independent auditor is accountable to the Committee and the Board, each as representatives of the securityholders and must report directly to the Committee,
  - (iii) any irregularities in the financial information be reported to the Committee,
  - (iv) the independent auditor explains the process undertaken by it in auditing or reviewing the Company's financial disclosure,
  - (v) the independent auditor discloses to the Committee any significant changes to accounting policies or treatment of the Company,

- (vi) the independent auditor discloses to the Committee any reservations it may have about the financial statements or its access to materials and/or persons in reviewing or auditing such statements, and
- (vii) the independent auditor discloses any conflict of interest that may arise in its engagement;
- (j) review at least annually the non-audit services provided by the Company's independent auditor for the purposes of getting assurance that the performance of such services will not compromise the independence of the independent auditor; and
- (k) pre-approve all non-audit services to be provided to the Company or its subsidiary entities by its independent auditor or the independent auditor of its subsidiary entities, provided that the Committee may delegate to one or more independent members the authority to pre-approve non-audit services in satisfaction of this requirement. The pre-approval of non-audit services by any member to whom authority has been delegated must be presented to the full Committee at its first scheduled meeting following such pre-approval.

*Structure:*

- The Committee shall appoint one of its members to act as Chair of the Committee. The Chair will appoint a secretary who will keep minutes of all meetings (the "Secretary"). The Secretary does not have to be a member of the Committee or a director and can be changed by simple notice from the Chair.
- The Committee will meet as many times as is necessary to carry out its responsibilities but in no event will the Committee meet less than four times a year. Meetings will be at the call of the Chair. Notwithstanding the foregoing, the independent auditor of the Company or any member of the Committee may call a meeting of the Committee on not less than 48 hours' notice.
- No business may be transacted by the Committee except at a meeting of its members at which a quorum of the Committee is present or by a resolution in writing signed by all the members of the Committee. A majority of the members of the Committee shall constitute a quorum provided that, if the number of members of the Committee is an even number, one half of the number of members plus one shall constitute a quorum.
- 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 as soon as such member ceases to be a director. Subject to the foregoing, each member of the Committee shall hold such office until the next annual meeting of security holders after his or her election as a member of the Committee.
- The independent auditor of the Company shall be entitled to receive notice of every meeting of the Committee and, at the expense of the Company, to attend and be heard thereat.
- The time at which and the place where the meetings of the Committee shall be held, the calling of meetings and the procedure in all respects of such meeting shall be determined by the Committee, or otherwise determined by resolution of the Board.
- The members of the Committee shall be entitled to receive such remuneration for acting as members of the Committee as the Board may from time to time determine.

*Responsibilities of Audit Committee Chair*

The Chair of the Audit Committee is an "outside" and "independent" director who is appointed by the Board to assist the Committee fulfilling its duties effectively and efficiently.

The responsibilities of the Chair include:

- (a) acting as a liaison between the Audit Committee and the Board and the President and Chief Executive Officer and other senior management of the Company;

- (b) acting as a liaison between the Audit Committee and the Company's internal and external auditors;
- (c) reporting to the Board on the work of the Audit Committee;
- (d) recommending procedures to enhance the work of the Audit Committee; and
- (e) chairing meetings of the Audit Committee.

### *Independent Advice*

In discharging its mandate the Committee shall have the authority to retain and receive advice from special legal, accounting or other advisors. The costs for this independent advice will be borne by the Company.

### *Annual Evaluation*

At least annually, the Committee shall, in a manner it determines to be appropriate:

- (a) Perform a review and evaluation of the performance of the Committee and its members, including the compliance of the Committee with its terms of reference.
- (b) Review and assess the adequacy of its terms of reference and recommend to the Board any improvements to its terms of reference that the Committee determines to be appropriate.

### *Limitation*

Nothing in this charter is intended to or shall have the effect of limiting or impairing the independent decision making authority or responsibility of any board of directors/managers of a subsidiary of the Company mandated by applicable law.

### *Definitions*

**"financially literate"** means the ability to read and understand a set of financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of the issues that can reasonably be expected to be raised by the Company's consolidated financial statements.

**"independent director"** means a director who has no direct or indirect material relationship with the Company.<sup>1</sup>

**"material relationship"** means a relationship which could, in the view of the Board, be reasonably expected to interfere with the exercise of a member's independent judgment. Without limiting the generality of the foregoing, the following individuals are considered to have a material relationship with the Company:<sup>2</sup>

- (i) an individual who is, or has been within the last three years, an employee or executive officer<sup>3</sup> of the Company;
- (ii) an individual whose immediate family member is, or has been within the last three years, an executive officer of the Company; and

<sup>1</sup> For the purpose of the definitions of "independent director" and "material relationship" in this section, Company includes a subsidiary entity of the Company and a parent of the Company, as applicable.

<sup>2</sup> An individual will not be considered to have a material relationship with the Company solely because he or she had a relationship identified in this definition if that relationship ended before March 30, 2004. An individual will not be considered to have a material relationship with the Company solely because the individual or his or her immediate family member has previously acted as an interim chief executive officer of the Company or acts, or has previously acted, as a chair or vice-chair of the board of trustees/directors or of any board committee of the Company on a part-time basis.

<sup>3</sup> An "executive officer" includes any individual who performs a policy-making function in respect of the entity.

- (iii) an individual who:
  - a) is a partner<sup>4</sup> of a firm that is the Company's internal or external auditor,
  - b) is an employee of that firm, or
  - c) was within the last three years a partner or employee of that firm,
- (iv) an individual whose spouse, minor child or stepchild, or child or stepchild who shares a home with the individual:
  - a) is a partner of a firm that is the Company's internal or external auditor,
  - b) is an employee of that firm and participates in its audit, assurance or tax compliance (but not tax planning) practice, or
  - c) was within the last three years a partner or employee of that firm and personally worked on the Company's audit within that time;
- (v) an individual who, or whose immediate family member, is or has been within the last three years, an executive officer of an entity if any of the Company's current executive officers serves or served at that same time on the entity's compensation committee; and
- (vi) an individual who received, or whose immediate family member who is employed as an executive officer of the Company received, more than \$75,000 in direct compensation<sup>5</sup> from the Company during any 12-month period within the last three years.<sup>6</sup>

**"unrelated director"** means a director who is independent of management and is free from any interest and any business or other relationship which could, or could reasonably be perceived to, materially interfere with the director's ability to act with a view to the best interests of the Company, other than interests and relationships arising from holding securities.t

<sup>4</sup> A partner does not include a fixed income partner whose interest in the organization that is the internal or external auditor is limited to the receipt of fixed amounts of compensation (including deferred compensation) for prior service with that organization if the compensation is not contingent in any way on continued service.

<sup>5</sup> Direct compensation does not include: (a) remuneration for acting as a member of the board of directors, or of any board committee of the Company; and (b) the receipt of fixed amounts of compensation under a retirement plan (including deferred compensation) for prior service with the Company if the compensation is not contingent in any way on continued service.

<sup>6</sup> An individual who: (a) has a relationship with the Company pursuant to which the individual may accept, directly or indirectly, any consulting, advisory or other compensatory fee from the Company or any subsidiary entity of the Company, other than as remuneration for acting in his or her capacity as a member of the board of directors, or any board committee, or as a part-time chair or vice-chair of the board or any board committee; or (b) is an affiliated entity of the Company or any of its subsidiary entities, is considered to have a material relationship with the Company. The indirect acceptance by an individual of any consulting, advisory or other compensatory fee includes acceptance of a fee by: (a) an individual's spouse, minor child or stepchild, or a child or stepchild who shares the individual's home; or (b) an entity in which such individual is a partner, member, an officer such as a managing director occupying a comparable position or executive officer, or occupies a similar position (except limited partners, non-managing members and those occupying similar positions who, in each case, have no active role in providing services to the entity) and which provides accounting, consulting, legal, investment banking or financial advisory services to the Company or any subsidiary entity of the Company. Compensatory fees do not include the receipt of fixed amounts of compensation under a retirement plan (including deferred compensation) for prior service with the Company if the compensation is not contingent in any way on continued service.