



May 28, 2021

John Davison
President and CEO, PSEC

Dear Mr. Davison:

I confirm that the information contained in the attached report accurately states the executive compensation paid out in fiscal 2021 and is in compliance with the compensation plans approved by PSEC.

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke, positioned above a blue horizontal line.

Stephen Gamble
Chair

**Justice Institute of British Columbia
Compensation Philosophy
May 2021**

Objectives

JIBC's compensation programs are designed to assist in attracting and retaining excluded qualified staff in a fiscally responsible manner in support of our mission, vision, values and culture.

Guiding Principles

- *Performance:* Compensation programs support and promote a performance-based organizational culture.
- *Differentiation:* Differentiation of salary is supported where there are differences in the scope of the position within an organization.
- *Accountability:* Compensation decisions are objective and based upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds.
- *Transparent:* Compensation programs are designed, managed, and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting individual personal information.

Role of Total Compensation Elements

JIBC's total compensation program includes four main elements:

- 1) Compensation – Provides fair compensation for the scope and breadth of job responsibilities and the education, competencies, and experience that employees bring to their roles.
- 2) Benefits – Provide security and protection to employees and their families.
- 3) Career Development – Provide support for skill development, upgrades, and other career development activities.
- 4) Work Life – Provide paid time off and other programs to help employees balance their work and personal demands.

Comparator Groups

PSEC has provided direction that the primary comparator group should be the BC Public Sector with an emphasis on the BC Public Service. For some jobs where talent may be needed from specific industries or from outside of the public sector, a secondary comparator group may be used.

Target Pay Positioning

Our total compensation programs are targeted at approximately the 50th percentile of our comparator group.

Internal Equity

We consider the relative scope, responsibilities, and complexities of jobs to ensure that compensation levels are fair and equitable. Market competitiveness is balanced with internal equity to ensure that the relative internal value of work is fairly recognized and compensated accordingly.

Affordability and Sustainability

JIBC's total compensation programs are designed and administered in a fiscally responsible manner that ensures that costs are affordable and sustainable over time.

Governance and Administration

JIBC's Board of Governors is responsible for approving our overall compensation philosophy. Human Resources is responsible for the day-to-day oversight and administration of the compensation programs. Total compensation programs may be amended from time to time, as determined by the Institute and as approved by the Minister.

Summary Compensation Table at 2021

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2020/2021 Total Compensation	Previous Two Years Totals Total Compensation	
							2019/2020	2018/2019
Michel A Tarko, President & CEO	\$ 208,424	-	\$ 11,766	\$ 21,551	\$ 6,360	\$ 248,101	\$ 239,918	\$ 226,398
Jonathan Marks, Vice President, Human Resources	\$ 56,551	-	\$ 2,512	\$ 5,847	\$ 29,302	\$ 94,212	\$ 174,314	\$ 160,059
Michael J Proud, Vice-President, Finance and Operations	\$ 174,344	-	\$ 10,444	\$ 18,027	\$ 6,360	\$ 209,175	\$ 179,693	
Erin E Ramsay, Vice-President, People and Culture	\$ 113,269	-	\$ 11,522	\$ 11,712	\$ 4,648	\$ 141,151		
Colleen S Vaughan, Vice-President, Academic	\$ 175,887	-	\$ 10,183	\$ 18,187	\$ 6,360	\$ 210,617	\$ 195,265	\$ 182,581

Summary Other Compensation Table at 2021

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Michel A Tarko, President & CEO	\$ 6,360	-	-	-	\$ 6,360	-	-
Jonathan Marks, Vice President, Human Resources	\$ 29,302	-	\$ 26,929	-	\$ 2,373	-	-
Michael J Proud, Vice-President, Finance and Operations	\$ 6,360	-	-	-	\$ 6,360	-	-
Erin E Ramsay, Vice-President, People and Culture	\$ 4,648	-	-	-	\$ 4,648	-	-
Colleen S Vaughan, Vice-President, Academic	\$ 6,360	-	-	-	\$ 6,360	-	-

Notes

Michel A Tarko, President & CEO	General Note: Justice Institute of BC provided a 5% performance based increase effective September 1, 2020 for the 2019/2020 performance year. As the executive freeze was implemented on August31, 2020, the executives at Justice Institute of BC will forgo standard performance based increased for the 2020/2021 performance year.
Jonathan Marks, Vice President, Human Resources	General Note: Justice Institute of BC provided a 5% performance based increase effective April 1, 2020 for the 2019/2020 performance year. As the executive freeze was implemented on August31, 2020, the executives at Justice Institute of BC will forgo standard performance based increased for the 2020/2021 performance year. Effective August 11, 2020, J. Marks, Vice President, Human Resources retired.
Michael J Proud, Vice-President, Finance and Operations	General Note: Effective April 9, 2020, M. Proud was appointed as Vice President Finance and Operations. As the executive freeze was implemented on August 31, 2020, the executives at Justice Institute of BC will forgo standard performance based increased for the 2020/2021 performance year.
Erin E Ramsay, Vice-President, People and Culture	General Note: Effective July 6, 2020, E. Ramsay was hired as Vice President, Human Resources. Effective April 6, 2021, E. Ramsay title changed to Vice President, People and Culture. As the executive freeze was implemented on August 31, 2020, the executives at Justice Institute of BC will forgo standard performance based increased for the 2020/2021 performance year.
Colleen S Vaughan, Vice-President, Academic	General Note: Justice Institute of BC provided a 5% performance based increase effective April 1, 2020 for the 2019/2020 performance year. As the executive freeze was implemented on August31, 2020, the executives at Justice Institute of BC will forgo standard performance based increased for the 2020/2021 performance year.