



May 26, 2022
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 2022 and is in compliance with the compensation plans approved by PSEC.

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

Stephen Gamble
Chair

Justice Institute of British Columbia Compensation Philosophy

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 2022

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2021/2022 Total Compensation	Previous Two Years Totals Total Compensation	
							2020/2021	2019/2020
Michel A Tarko, President & CEO	\$ 212,749	-	\$ 13,093	\$ 21,998	\$ 6,360	\$ 254,200	\$ 248,101	\$ 239,918
Cindy Dopson, Vice-President, People and Culture	\$ 85,846	-	\$ 9,981	\$ 8,877	\$ 3,522	\$ 108,226		
Michael J Proud, Vice-President, Finance and Operations	\$ 175,000	-	\$ 11,486	\$ 18,095	\$ 6,360	\$ 210,941	\$ 209,175	\$ 179,693
Erin E Ramsay, Vice-President, People and Culture	\$ 56,635	-	\$ 4,609	\$ 5,856	\$ 3,532	\$ 70,632	\$ 141,151	
Colleen S Vaughan, Vice-President, Academic	\$ 175,956	-	\$ 11,503	\$ 18,194	\$ 6,360	\$ 212,013	\$ 210,617	\$ 195,265

Summary Other Compensation Table at 2022

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	-	-
Cindy Dopson, Vice-President, People and Culture	\$ 3,522	-	-	-	\$ 3,522	-	-
Michael J Proud, Vice-President, Finance and Operations	\$ 6,360	-	-	-	\$ 6,360	-	-
Erin E Ramsay, Vice-President, People and Culture	\$ 3,532	-	\$ 1,208	-	\$ 2,324	-	-
Colleen S Vaughan, Vice-President, Academic	\$ 6,360	-	-	-	\$ 6,360	-	-

Notes

Michel A Tarko, President & CEO	General Note: This position met criteria for inclusion in the 2020/21 executive compensation freeze, which came into effect on August 31, 2020. As a result, this individual was ineligible to receive a performance-based increase for the 2020/21 performance year.
Cindy Dopson, Vice-President, People and Culture	General Note: Effective September 7, 2021, C. Dopson was hired as Vice President, People and Culture.
Michael J Proud, Vice-President, Finance and Operations	General Note: This position met criteria for inclusion in the 2020/21 executive compensation freeze, which came into effect on August 31, 2020. As a result, this individual was ineligible to receive a performance-based increase for the 2020/21 performance year.
Erin E Ramsay, Vice-President, People and Culture	General Note: This position met criteria for inclusion in the 2020/21 executive compensation freeze, which came into effect on August 31, 2020. As a result, this individual was ineligible to receive a performance-based increase for the 2020/21 performance year. Effective August 6, 2021, E. Ramsay, Vice President, People and Culture, resigned.
Colleen S Vaughan, Vice-President, Academic	General Note: This position met criteria for inclusion in the 2020/21 executive compensation freeze, which came into effect on August 31, 2020. As a result, this individual was ineligible to receive a performance-based increase for the 2020/21 performance year.