



May 22, 2018  
Christina Zacharuk  
President and CEO, PSEC

Dear Ms. Zacharuk:

I confirm that the information contained in the attached report accurately states the executive compensation paid out in fiscal 2018 and is in compliance with the compensation plans approved by PSEC.

A handwritten signature in black ink, appearing to read "Rob Kroeker". The signature is fluid and cursive, with a long horizontal stroke at the end.

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Rob Kroeker  
Chair



**Justice Institute of British Columbia  
Compensation Philosophy  
May 2017**

**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 50<sup>th</sup> 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 2018

| Name and Position   | Salary     | Holdback/Bonus/<br>Incentive Plan<br>Compensation | Benefits  | Pension   | All Other<br>Compensation<br>(expanded<br>below) | 2017/2018<br>Total<br>Compensation | Previous Two Years Totals<br>Total Compensation |            |
|---|------------|---|-----------|-----------|--|------------------------------------|---|------------|
|   |            |   |           |           |  |                                    | 2016/2017                                       | 2015/2016  |
| Michel A Tarko, President & CEO                           | \$ 178,071 | -   | \$ 13,272 | \$ 18,074 | \$ 6,619   | \$ 216,036                         | \$ 217,387                                      | \$ 206,213 |
| Jonathan Marks, Associate Vice President, Human Resources | \$ 126,099 | -   | \$ 10,015 | \$ 12,799 | \$ 6,360   | \$ 155,273                         |   |            |
| Kayoko Takeuchi, Vice-President, Finance and Operations   | \$ 137,462 | -   | \$ 10,689 | \$ 13,953 | \$ 6,360   | \$ 168,464                         |   |            |
| Colleen S Vaughan, Vice-President, Academic               | \$ 139,736 | -   | \$ 10,686 | \$ 14,183 | \$ 6,360   | \$ 170,965                         | \$ 140,982                                      |            |

**Summary Other Compensation Table at 2018**

| <b>Name And Position</b>                                  | <b>All Other Compensation</b> | <b>Severance</b> | <b>Vacation payout</b> | <b>Leave payout</b> | <b>Vehicle / Transportation Allowance</b> | <b>Perquisites / other Allowances</b> | <b>Other</b> |
|---|-------------------------------|------------------|------------------------|---------------------|---|---------------------------------------|--------------|
| Michel A Tarko, President & CEO                           | \$ 6,619                      | -                | -                      | -                   | \$ 6,619                                  | -                                     | -            |
| Jonathan Marks, Associate Vice President, Human Resources | \$ 6,360                      | -                | -                      | -                   | \$ 6,360                                  | -                                     | -            |
| Kayoko Takeuchi, Vice-President, Finance and Operations   | \$ 6,360                      | -                | -                      | -                   | \$ 6,360                                  | -                                     | -            |
| Colleen S Vaughan, Vice-President, Academic               | \$ 6,360                      | -                | -                      | -                   | \$ 6,360                                  | -                                     | -            |

**Notes**

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|---|--|
| Michel A Tarko, President & CEO                           | <b>General Note:</b> M. Tarko's employment contract permits a flat vehicle allowance and additional mileage expense claims.  |
| Jonathan Marks, Associate Vice President, Human Resources | <b>General Note:</b> J. Marks was hired as an Associate Vice President on January 9, 2017. His actual base salary is a combination of previous and current role at JIBC. |
| Kayoko Takeuchi, Vice-President, Finance and Operations   | <b>General Note:</b> K. Takeuchi was hired as a Vice President on March 31, 2017. Her actual base salary is a combination of previous and current role at JIBC.          |
| Colleen S Vaughan, Vice-President, Academic               | <b>General Note:</b> The compensation amounts reported in F2017 were for a partial year (May 16, 2016 - March 31, 2017). F2018 amounts are for a full year.              |